

27 April 1998

To: Theresa Braun, Director of Human Resources, and James Stith, Director of Physics Programs, American Institute of Physics

From: Jeff Schmidt, Senior Associate Editor, Physics Today

Subject: My 1998 performance review

I am writing to ask that my 1998 performance review be redone. Physics Today editor Stephen Benka wrote the review under the direction of Physics Today publisher Charles Harris. I discussed the review with Benka, who, after consulting with Harris, refused to make any of the revisions that I requested. Therefore I am appealing to you to produce a new review.

The review was not conducted in accord with American Institute of Physics policy or procedures, and the result is not a fair assessment of my work as a feature articles editor at AIP's Physics Today magazine. I am asking you to produce a new review not just in the interest of accuracy, but also as a necessary affirmation that in the future the American Institute of Physics will treat its employees fairly.

The review lowers my performance rating from last year's "4" ("Exceeds Job Requirements") to a "3" ("Meets Job Requirements") even though this year I did more work and more innovative work. Producing feature articles for the monthly magazine is a team effort, and I think that the many staff members with whom I work will testify that my work is better than average.

The biased review that I received is punishment for my organizing activity at the magazine. It is one of a number of recent reprisals for -- and moves to stop -- such activity, in which I have played a leading role in the interest of both the magazine's staff and the physics community. The central retaliatory feature of the review is that it makes what it admits are "new demands," which amount to a sharp increase in my workload.

I have had 17 performance reviews since I began working at Physics Today in March 1981, but until now I have never needed to write a response to one. This time, however, not only is the review inaccurate, but my supervisor, editor Benka, presented it to me with the attitude that performance reviews at AIP are not done with employees, but are done to them. This violates both the letter and the spirit of AIP policy. He acted as if he were not permitted to change the review in any significant way, and so his discussion of its contents was only pro forma.

In this memo I will first describe some of the ways in which the review is inaccurate, and then ~~I will explain how~~

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it is a reprisal for my organizing activity and part of a series of recent attempts to stop me from engaging in any further collective activity at the magazine.

Review inaccurate

I will go over every sentence of the performance review and show how the review plays down or completely leaves out my accomplishments while contriving deficiencies and playing them up. The review has four sections: three sections focusing on my major areas of work responsibility and one section of additional comments.

Article editing

Concerning my article editing work, the review states that "Jeff's articles are generally ready on time and are often early." This plays down my accomplishments and does so deliberately, because management keeps records of deadlines and work-completion dates and is fully aware of what I have done in this regard. The words "generally ready on time" must be changed, because my articles were always ready on time and never delayed an issue of the magazine. And the words "often early" must also be changed, because my articles were almost always early and were often very early.

This is not to say that management can reasonably hold me responsible for the final completion dates of the articles that I work on. They cannot, because the publication process depends upon the work of the magazine's editor and many coworkers, over whom I have no authority. What my review should note is that I always did my part as fast or faster than can reasonably be expected, and certainly much faster than average. At one point during the year, for example, I had two feature articles ready to go to the printer more than a month before the deadline (discussed further in the following two paragraphs). As far as anyone can remember, this had never been accomplished before at Physics Today. My articles came close to the deadline only when the editor failed to meet his deadline for obtaining the articles and giving them to me to edit. I ask that you rewrite this part of my performance review and increase the numerical rating to reflect the resulting more accurate appraisal. I am asking you to do this not just to make my review more accurate, but also to assert that it is not AIP policy to begrudge an employee praise when it is due, even if AIP has a grudge against that employee.

On the issue of deadlines, I would like AIP to use its own performance as the standard for comparison. AIP gave me my performance review more than five weeks late, missing its mid-February deadline and then not even completing the review by the middle of the following month. Benka dated my review 12 March, signed it on 23 March and gave it to me on 24 March.

One big reason that I did more work this year than last year was because management stated that it wanted the magazine to have a backlog of feature articles that were edited and completely ready to be sent to the printer. I supported this goal and produced such articles, but this unprecedented accomplishment is not mentioned in my performance review. Management is fully aware of my accomplishment, as evidenced by the fact that they praised it at a staff meeting.

Working way ahead of the deadline has the potential advantage of avoiding some major inefficiencies (described in the following paragraph), but doing so turned out to involve extra work, because although management asked for and praised the result, they did not support the effort while it was underway. It was left to me to bring about the changes in the workplace necessary to work ahead. The editor consistently maintained a crisis mentality, always giving priority to work for the next issue -- which he always worried would be late -- over work for future issues. Because the work of most employees on a forthcoming issue doesn't end until around the time that the issue goes to press, the editor, with his crisis priorities, never deemed it reasonable to work on later issues. I was able to accomplish management's goal of completing work ahead of schedule only by working directly with the staff team that actually does the work (Rita Wehrenberg, editorial assistance; Paul Elliott, copy editing; Elliot Plotkin, art work; Judy Barker, proof reading; Carol Lucas, photo permissions), and carefully avoiding coming to the overly insecure editor with questions of work priority. I ask you to add this accomplishment to my performance review and raise the numerical rating to reflect the resulting less biased appraisal. I ask you to do this not only to make my performance review more accurate, but also as a way of saying that AIP does not condone biased appraisals of employees.

Another big reason I did more work this year was the inefficiency caused by the magazine's periodic exhaustion of its supply of feature article manuscripts that are ready to edit for publication. It is Benka's responsibility to obtain articles for the magazine. The shortage of articles resulted in a very uneven work flow and forced me to edit some articles close to the deadline, which often meant editing in parallel with the author's making revisions. It is easy for the editor to say "just work in parallel," but such work often necessitates reediting material that the author changes and discarding edited material that the author removes, and a host of other problems. The shortage of articles led me to write to the editor in the middle of the year asking for more work. (See attached memo of 18 August 1997.)

The numbers given in the performance review are all wrong. The review says that this year I "was asked to produce 16-18 articles." In fact, the agreed upon rate was initially 16 per year, not "16-18," the precise meaning of which is not at all clear since there presumably is no upper limit. Benka and I later in the year agreed to reduce the annual rate to 14 and increase the amount of work that I do in areas other than editing, yet the number "14" never appears in my performance review. I ask you to correct this.

As far as the article editing part of my job goes, my production rate is supposed to be measured by the number of articles published in the magazine in the issues March 1997 through February 1998, as is written at the top of the review form. During that year I edited 13 articles (Mahan, Ferguson, Crabtree, Crowley, North, Parsegian/Austin, Harris, Soulen, Libicki, Perl, Ross, Riordan, Mourou), one of which (the Parsegian and Austin combination article) should count as more than one because making it happen involved a lot of extra work. (More about that article below.) Although this is less than the agreed upon goal, it should be deemed acceptable because of the shortage of articles (AIP should not hold employees responsible for doing work that is not available to do) and because of the extra work caused by that shortage and by management's lack of support for working ahead. Please correct the accounting in this part of the review.

The review gives an incorrect reason (a personal reason) for the mid-year change in my job description. The reduction in my article editing goal from 16 to 14, and the corresponding increase in my work following up with authors on articles that have been solicited, was prompted by the magazine's shortage of articles. On 18 August 1997 I gave Benka a note (attached) asking for more articles to edit. On 19 August 1997 he answered with a very defensive note (attached) blaming me in part for the magazine's shortage of articles and at the same time denying that there was any such shortage. He claimed that I was in part to blame, because following up on solicited articles was part of my job. On the same day (19 August 1997) Benka secretly altered my job description, adding truth to his claim that solicitation follow-up was a significant part of my job. When I discovered the change, he and I discussed it and I agreed to make solicitation follow-up a bigger part of my job. I asked him to write me a note saying that my job description had been changed (see 25 August 1997 note from Benka, attached).

The change in my job description, while made official in the middle of the year, should be considered retroactive to the beginning of the year, because the problem it addressed was long-standing and I had long before addressed it on my own: The shortage of articles to edit had already

led me to shift some of my work from editing to solicitation follow-up. Solicitation follow-up is an area in which I make valuable contributions to the magazine. This often time-consuming work includes giving feedback to authors and working closely with them to develop greatly improved articles for the magazine.

Finally, on 2 September 1997 I gave Benka a note (attached) explaining that solicitation follow-up was not the weak link in the magazine's feature article operation. That note, the contents of which Benka never disputed, is an important part of this appeal about my performance review, and as such, I ask you to read it. Please remove from my performance review the incorrect reason given for the change in my job description, and add a statement concerning the magazine's shortage of articles, because it played a crucial role in my work last year.

My work on the Parsegian/Austin combination article is one of many examples of how my performance review leaves out major contributions that I have made to the magazine (while carefully including minor, largely contrived, deficiencies). Physics Today was planning to publish in its July 1997 issue a manuscript by V. Adrian Parsegian of the National Institutes of Health, but the article received a highly negative appraisal from the magazine's external reviewer, Robert H. Austin of Princeton University. This caused a crisis, because the magazine had no article to substitute -- having completely run out of articles -- and because there was no time for Parsegian to make the extensive revisions that were called for by the reviewer.

Based on the nature of Parsegian's article, the nature of Austin's review and my confidence in the critical abilities of the magazine's readers, I suggested a solution: Publish the article and the review. This was unprecedented at Physics Today, but the editor followed my advice, in part because no other solution was apparent. I edited the combination article and review and handled the delicate and protracted negotiations between Parsegian and Austin, who did not trust each other. The solution was innovative, the result was outstanding and the magazine survived a crisis without damage. In fact, the result was better than it would have been had there been no crisis, because the crisis allowed the magazine to break with tradition. Yet the managers, who seem this year to have developed photographic memories for negative things (real or contrived), have completely forgotten about my special contribution to the magazine during the Parsegian crisis. I ask that my work on the Parsegian/Austin article be described on my annual review, as an example of my valuable advice and above-average work. And I ask that my numerical rating be raised to reflect the new, unbiased text.

You might think it strange that even though the review states that I edited enough articles during the year, it

lists the names of some articles that I didn't edit -- articles that were never assigned to me and that I was not expected to edit. That list appears on my performance review as a defensive measure by the editor -- to bolster his claim that under his editorship the magazine does not experience shortages of articles. Soliciting a sufficient number of articles for the magazine is the editor's job, and so the appropriate home for arguments that he has succeeded is the "Employee's Comments" section of his own performance review. Please remove the sentence and its negative connotation from my performance review. (For a discussion of how the list is not even what it claims to be, see the fourth paragraph of my memo of 2 September 1997.) Such lists do not appear on the performance reviews of other employees. The performance reviews of Physics Today news writers, for example, do not contain lists of the countless news stories that they could have written but didn't.

The review lists three articles that I edited (Perl, Crabtree/Nelson, Mourou) and claims that the quality of my work varied. In fact, because of my own standards I do a quality job on everything I do. There is, of course, no objective measure of the quality of editorial work. Articles are inherently different and hold a different appeal to different readers. In my performance review the editor implies that praise from authors is one measure, but he fails to note that we received praise from the authors of all three articles. Martin Perl, winner of the 1995 Nobel Prize in Physics, wrote to me and said "Thank you for changing my ugly duckling of a manuscript into a beautiful swan. You have done a wonderful job." I have attached a copy of his note along with a note from George Crabtree of Argonne National Laboratory praising our efficiency, competence and high production standards; Mourou delivered his praise in a telephone call.

It is true that the changes that Benka mentions making in the Mourou article were improvements that other staff members or the author might not have made at one of the later stages in the processing of the article. However, it is wrong to use this as the sole factor in judging the quality of work on the entire article, which would have been excellent even without Benka's improvements. And it is even more wrong to use it to judge an employee's entire year of work. Stephen Benka knows this. He knows, for example, that AIP management will not judge all of his excellent work on the Mourou article solely by the fact that he tried to introduce a mistake in the article's opening paragraph -- where he crossed out "30 angstroms" and wrote in "300 nm" and had to be corrected by the Article Editor. And he knows that his supervisors certainly will not judge his entire year of work in part by this mistake. He would see mentioning it on his annual performance review as petty, mean-spirited and sure to make team work impossible because it would give the impression that no error is too small for

the people that he works with to silently note and use against him months later. Please remove from my performance review the entire subjective sentence about the three articles.

Solicitation follow-up

Concerning my solicitation follow-up work, the performance review understates the quality of my work and rates me only slightly above average. The only activity mentioned is that I "regularly nudged authors and reviewers whose items were pending." This is actually the smallest part of solicitation follow-up work. The biggest part, at least for the articles that I work on, is giving detailed feedback to the author and working with the author to develop a much better article. I often go way beyond the call of duty, taking extra time to work closely with authors to improve the final result. I am prepared to supply written evidence showing that my work in this area is exemplary. Please change the review so that it more accurately portrays my work in this area, and raise the numerical rating from the present stingy "3.5."

Advice

Concerning the advice that I offer on editorial and other matters, my supervisors have suddenly (that is, within this review period) started looking for ways to prove that the advice I offer is bad. Coming up empty-handed, they have contrived two examples, one of which is a new, negative interpretation of advice I gave in an earlier review period. My 1998 performance review says, "Jeff's reviews of manuscripts have been completed more promptly than in the past, although they were somewhat less helpful." It is simply not true that my advice was less helpful this year. My comments on manuscripts often went beyond the minimum requirements and spelled out in detail what should be done to produce a publishable article.

As evidence that my advice is less helpful, the performance review gives only the following example, which is presumably my most deficient piece of work in this area for the entire year: "In his review of one Letter to the Editor, for example, he showed questionable judgement in his assessment of the physics competence of the authors of the Hubble Deep Field article (April '97)." There is absolutely no truth to this charge; its only value is that it reveals the bias of those who made it. I demand that my work on this letter be evaluated by an unbiased individual. James Stith, I would like you to be that individual, not because it is your job to handle appeals from Physics Today, but because your long-standing interest and expertise in physics education qualifies you to evaluate my work on this letter. All work on the letter was done in writing, and so you have a 100% complete record to review (attached). I challenge

you to find anything in my work on the letter for which I should be punished.

Here is a five-step summary of the facts of the case:

1. I edited an article by Henry Ferguson and two coauthors for the April 1997 issue of Physics Today.
2. Robert Weinstock, an emeritus professor of physics at Oberlin College, submitted a letter to the editor saying that he didn't understand how astronomers could look back more than half the age of the universe, as a photo caption in the article said. "This claim seems strange to me," wrote Weinstock, "for radiation emitted so long ago must have had its source so close to Earth at the moment of emission -- according to the generally assumed big-bang origin of the currently expanding universe -- that it would have reached Earth [long ago]." He ended his letter by saying that "If there is something wrong with my analysis, I shall be grateful to have it explained to me."
3. I thought Weinstock asked an intriguing question and that many of our readers would also be grateful for an explanation (and would value a magazine that gave them such explanations). Here, in its entirety, is my review of the letter: "I think a lot of our readers would appreciate an answer to the question that Weinstock raises. I suggest that we publish a shortened letter (see enclosed edited version) along with an answer from Ferguson." (The parenthetical words were part of my review.)
4. To my disappointment, the response from Ferguson and his coauthors was based completely on equations, with no explanation of what was going on. I wanted a physical explanation, not a mathematical one. So I recommended that we ask Ferguson & Co. for something very simple. Of course, as good science writers and teachers know, an explanation that is simple and without equations is sometimes much more difficult to produce. Sometimes when scientists don't have a Feynman-style intuitive understanding of a particular issue, they take refuge in equations. That is, sometimes authors don't understand the physics of every item that they report in their articles. I have encountered this countless times over the years while questioning authors so that I could clarify something in their articles. Sometimes they say: I don't know, my coauthor wrote that part of the article. Or they say: I don't know, I got that from So and So's paper in such and such journal. So in my review of Ferguson's letter I warned that this was one possible reason why we got only equations. I figured that if we were aware of this possibility, then we wouldn't go back to the authors again and again in a futile effort to get something that they were not prepared to supply. Here, in its entirety, is my review of Ferguson's letter: "Weinstock's question should get a physical explanation as an answer, not a

mathematical one like this. I say drop the mathematical one, don't just add the physical one to it. Perhaps ask Ferguson & Co. to write what they would say to a high-school student (or radio audience) who noticed this seeming contradiction. One possible reason that Fergie & Co. answered as they did is that they don't really understand the physics."

5. Benka rejected my suggestion that we ask Ferguson for a simple answer, and, ironically, punished me seven months later for not being fully confident that Ferguson could have provided such an answer. Because my advice was rejected, Physics Today readers ended up seeing no question from Weinstock and no answer from Ferguson.

You can see clearly now that while my performance review says, "he showed questionable judgement in his assessment of the physics competence of the authors," I in fact never made any assessment of the physics competence of the authors, positive or negative. Even if I had made such an assessment, the Physics Today managers did not and cannot accurately claim that the advice it led me to give was anything less than excellent. Their relentless search to find fault with my work, and their twisted and biased evaluations of my work when it contains no real fault, raise serious questions about their professionalism as managers and certainly disqualify them from judging my performance. If you judge that I did good work on the letter, as I claim, then I ask that my performance review mention that work as an example of my routine interest in serving the magazine's readers, and that the numerical rating on my review be raised to reflect the new, unbiased assessment. I ask AIP to make these adjustments not just to make my performance review more accurate, but more importantly as an urgently needed announcement that AIP will no longer use performance reviews to punish employees who raise troubling workplace issues.

As with every other part of my performance review, Benka refused to make any changes in this part of the review when I pointed out its inaccuracy. I asked him if he had any other examples of my supposedly bad judgment. All he could think of was something from an earlier review period: my suggestion that Physics Today try to get G. Pascal Zachary to write an article about Vannevar Bush. Zachary is a journalist -- one of the best in the country, I think -- as well as a history of science scholar. I had learned that he was writing the first ever biography of Bush, who was the first presidential science advisor and an individual who played a key role in shaping the federal science policy that prevailed for decades after World War II. After I proposed this article at a staff meeting, Physics Today publisher Charles Harris spoke about it with AIP history division postdoc Joel Genuth, a friend of Harris's at the time. I spoke with Genuth, too. Genuth advised against the article,

because Zachary was not a mainstream thinker -- quickly adding that he (Genuth) was "no slouch" and could write the article for Physics Today. At a subsequent staff meeting, I reported positive evaluations of my proposal from more established science historians and argued that our readers could handle Zachary's point of view. But Harris stuck with Genuth's review, and so that was the end of my proposal.

Now, more than a year later, during the discussion of my 1998 annual review, Benka has put a new, totally negative spin on my work on the Zachary proposal. To my surprise, when he mentioned my judgment in the Zachary case, Benka showed no sign of embarrassment, apparently completely unaware that Zachary's book was recently published to widespread praise and attention. The vast majority of books are not reviewed anywhere, but Zachary's Endless Frontier: Vannevar Bush, Engineer of the American Century (The Free Press, 1997) was both widely and positively reviewed by well-respected experts writing in major publications. (Please read the attached reviews.) Apparently, the official Physics Today line now is that Zachary managed to hoodwink major American publications and experts -- but not Physics Today. Again, because my advice was not followed, Physics Today readers missed out on what surely would have been an interesting article. Yet I am the one whose judgment is being questioned -- for reasons that I will explain below.

I ask that my performance review be corrected so that my judgment, and its value to the magazine, is discussed positively rather than negatively. I would like my work on the Zachary proposal to be mentioned as an example of the fact that I offer ideas of merit even though I am not expected to be a major source of article or story ideas. I ask that the numerical rating be raised to reflect the new positive evaluation, and that the rating be above average to reflect the fact that I offer more than the required advice. I request that AIP make this change not just to make my performance review more honest, but more importantly as an implied announcement that AIP will no longer prejudice performance reviews against employees who raise awkward workplace issues.

Additional comments

In the handbook that is given to all employees, the American Institute of Physics promises that the annual performance review will feature a discussion of "mutual goals." (Employee Handbook, page 18.) Without explanation, this year Benka followed neither the letter nor the spirit of this policy, and didn't even pretend to be interested in what direction I might want to go in my work at AIP. The discussion was unlike anything I have experienced in previous years. He simply announced a big change in my job description -- an increase in my workload by as much as

three months' worth of work per year -- and discussed it as if he were giving orders to a machine. Over the years my job description has changed many times (the most recent change being on 25 August 1997), but never by unilateral management dictate, without discussion and mutual agreement. For reasons that I will explain below, I think this change, and its unilateral imposition in violation of American Institute of Physics policy and usual practice, is punitive.

The written review accurately calls the change "new demands." But it inaccurately implies that other Physics Today staff members are meeting such new demands. My coworkers have experienced no such major increases in their workloads either voluntarily or by management order (except in one or two cases in which individuals have voluntarily renegotiated their job descriptions, job titles and salaries). My coworkers and I work hard and cannot reasonably be expected to take on additional work. Among my coworkers who have not stepped up their workloads are Gloria Lubkin, Barbara Levi, Bert Schwarzschild, Charles Day, Irwin Goodwin, Carol Lucas, Toni Feder, Jean Kumagai and Warren Kornberg.

The 25 August 1997 agreed-upon change in my job description reduced my article editing work to 70% of my time (14 articles per year) so that I could increase my work in other areas, which I have done. Now, just a few months later, AIP is using my performance review to arbitrarily increase my annual article editing load to 18 -- a 28 percent jump. The performance review also changes my job description to add a significant load of clerical work (keyboarding) to my job for the first time in my 17 years at the magazine. Other editors who work better on paper (for example, the book review editor and the copy editor) are not being told to change the way they work or to take on the associated clerical work. This clerical work, which includes keyboarding the dozens of changes made by the copy editor, could take as much as a few days per month, depending upon the article. It would lower the overall efficiency of work at the magazine, because the time spent on clerical work would, of course, reduce the time available to do other work such as article editing and article solicitation; instead of paying \$15/hour for clerical work, AIP would pay \$30/hour. Like many people, I do better work on paper than on a computer screen (and a long-standing back problem precludes long sessions sitting in front of the screen anyway). I ask that support staff be made available once again. Even if management had a valid reason for adding clerical work to my job, that reason cannot be a new one. What is new is that, for reasons discussed below, management has suddenly gotten "on my case" and is taking a hard-line on every issue.

In Benka's pro forma discussion with me about my performance review, he never asked about the direction in

which I would like to go on the job. If I were able to take on additional work, I would like that additional work to be somewhat different from what I am doing now, to provide some variety and to contribute to the magazine in a different way. When I explained this to Benka, he acted uninterested and reasserted his uninspiring, unilaterally developed plan for me, which is to do the same work, only a lot more of it.

Reprisal and repression

The American Institute of Physics is making a strong effort to prevent Physics Today staff members from pursuing workplace grievances in an organized way. Problems are to be discussed with managers on an individual basis only, we have been told. (Message transmitted to staff through warnings to Graham Collins and in other ways.)

Physics Today staff members have many legitimate concerns. Many believe, for example, that the company fails to provide conditions of employment appropriate for professionals. According to my philosophy, if there is a problem, then everyone who is in a position to address it has a moral obligation to do so. Thus, problems at the magazine are everyone's business -- the business at least of everyone who works there. Even though management doesn't see it that way, I have always tried to do whatever I could to help solve problems that arise, whether or not they affect me directly. You, too, are in a position to do something about the problems at the magazine, and therefore I think you have an obligation to do so, for the sake of both the magazine's staff and the physics community.

During the discussion of my performance review, Physics Today editor Stephen Benka condemned my organizing activities at the magazine and said bluntly that such activity "is not going to be tolerated anymore." He characterized the staff actions in which I have played a leading role as nothing more than "disruptive," rejecting my view that the source of the problem is management's failure to address staff grievances. A workplace in which unity is discouraged, as it is now at the magazine, is disruptive. The low morale, the inability to confront problems, the loss of talented and dedicated staff due to a love-it-or-leave-it atmosphere -- these consequences of management policy are disruptive and wasteful.

Physics Today publisher Charles Harris has made it clear to me and to many staff members (names withheld) that our activities have infuriated him. And American Institute of Physics Executive Director/CEO Marc Brodsky has characterized some of my activities, presumably reported to him by Harris, as "counterproductive" (20 March 1998). It is clear that Benka's hard-line attitude toward me is an attempt to redress Harris's and Brodsky's grievances with

the staff -- in particular, with those staff members whom Harris has identified as ringleaders. (Harris's ringleader theory insults the staff, because it implies that staff grievances arise not because of real problems in the workplace, but because an evil few have corrupted the minds of happy but gullible staff members and led them astray like children.)

In this memo I will be open about my organizing activities at Physics Today, because the problems at the magazine call for an organized response and because the physics community strongly supports physicists' right to organize without fear of reprisal. The latter point is evidenced, for example, in the community's many years of support for Soviet physicists who were punished for organizing, and in its concern today for physicists in other countries who face similar repression. In any case, freedom to address workplace problems is a necessary component of a truly democratic society.

Management is attempting in two ways to prevent the Physics Today staff from pursuing collective grievances -- by punishing those who speak out the most and by maintaining an increasingly repressive workplace atmosphere. My lower performance rating and subjection to an arbitrarily revised job description that makes "new demands" are punishments for taking up staff grievances. What follows is a discussion of a few of the collective staff activities in which I played a leading role and for which management criticizes me. Included is a discussion of some of the repressive measures that management has taken in response to those activities. The discussion should make it clear that my review is only one part of a series of recent attempts to stop me from promoting or engaging in any concerted staff activity.

1996 retreat

During the discussion of my performance review, Benka criticized me for my activities around the 19-20 November 1996 Physics Today retreat. Before that two-day meeting, I and some coworkers (names withheld) developed and distributed to the entire staff a list of changes that we wanted made at the workplace. We presented these requests in the form of a proposed agenda for the retreat. Fearing reprisals for making requests that might not please management, we did not disclose our names. However, the fact that I played a leading role was known to all. Job security was our highest priority, and so our demand for that topped our list. (See item 1 in attached document of 15 November 1996.) Other requests included staff involvement in workplace dispute resolution (item 4), better distribution of job tasks (item 5), affirmative action in hiring (item 8), and conditions of employment appropriate for professionals (the other items).

Salary equity

I worked with other staff members to demand pay equity at Physics Today. On behalf of those of us who were pushing for this, I told the Physics Today advisory committee at their 4 October 1996 meeting that the large salary differentials among the staff were not only unfair, but also divisive and bad for morale and productivity. I raised the issue at various staff meetings as well. Management was not pleased by the pressure we applied, in part because it forced them to give a staff member (name withheld) a special 25% salary increase, beginning on 1 June 1997.

Affirmative action

Management's anger at me increased dramatically, and never subsided, when I worked with Jean Kumagai and other staff members (names withheld) to assert the need for equal opportunity and affirmative action in hiring at Physics Today. We raised the issue when Ray Ladbury left the magazine, creating an opening on the editorial staff. (His replacement, Charles Day, started work on 2 June 1997.) I spoke out strongly on the equal opportunity and affirmative action issue, because Jean and I and the others didn't think Physics Today or AIP management took it seriously. Our concerns were largely ignored, and so, later in the year, we decided to bring the problem to the attention of the Physics Today advisory committee at its annual meeting, held 17 October 1997. On behalf of the concerned staff members (names withheld), I brought the matter to the committee's attention.

One week later, on 24 October 1997, American Institute of Physics Executive Director/CEO Marc Brodsky called me and said that I had made "a very, very serious charge." (Detailed notes available.) He directed me to meet with him and defend my charge, and I did so on 5 November 1997. At that meeting I gave Brodsky a note summarizing the important points. Rather than repeat those points here, I am attaching a copy of the note. (See note of 5 November 1997.) That note is an important part of this appeal about my performance review, and so I ask that you read it.

At my meeting with Brodsky I also pointed out that AIP had failed to conduct the affirmative action training that it promised to conduct in its 284-page "1996 Affirmative Action Program for American Institute of Physics." (See attached excerpts.) Among the many promises that AIP makes in that 1996 document is that "During the current plan year we will be conducting training for all employees about our affirmative action program and equal employment opportunity in the workplace." I pointed out to Brodsky that AIP did not conduct the promised training. He countered by saying that he was pretty sure that he mentioned affirmative action either at the one-hour question-and-answer session that he

held on 20 June 1996 or at the Q&A meeting that he conducted for employees at AIP's facility in Woodbury, New York. (I recall no such mention at the 20 June 1996 College Park meeting.) He indicated that this mention was the promised affirmative action "training."

Brotsky said he would look into affirmative action at Physics Today and tell me what he found. After a 4.5-month investigation, he met with me on 20 March 1998 and reported that he found that Physics Today's affirmative action program was doing very well. He said he judges the program by its results. (This was mysterious, because as of 20 March 1998, the Physics Today staff in the College Park office was all white; out of a staff of 18, the magazine had only one minority employee, working from New York.) I asked again about the promised affirmative action training. This time he said he was sure that he had mentioned affirmative action at both 1996 Q&A meetings, and he again indicated that such mention was the promised affirmative action training. After extensive questioning, he said that such mention was "part of" the promised training. I asked him when the rest of the training would be done, and he promised to look into that. In the end, I told Brotsky that we still believe our concerns to be well founded and that we are disappointed with his response. Apparently in Brotsky's view, however, the upshot of what happened is that I leveled serious, totally unfounded charges at AIP, and he is not happy about that.

1997 retreat

Management's anger at me increased yet again (and has not decreased since) when I helped raise staff concerns before and during the 25 September 1997 one-day Physics Today retreat. Before that meeting, I played a leading role in producing a list of proposed agenda items that represented a few of the many staff concerns. A majority of the staff supported it, and half of the staff signed it. (See attached e-mail message of 18 September 1997.) The top item on that list was a request for greater staff participation in decision making. The days leading up to the meeting saw much debate between management and many staff members over the meeting agenda, which management was formulating. Harris became upset that the staff wasn't embracing his agenda, and he began treating me and my coworker Graham Collins as ringleaders on the staff side, apparently becoming permanently angry at us.

At the retreat itself I asked if staff members could ask questions. Harris said no. I then said that I thought that we should be allowed to ask questions. Harris angrily said "No, That's an order!" Some days after the meeting he explained that he thought my request for the right to ask questions was another attempt to promote the staff agenda. At the retreat and in subsequent weeks, a number of brave

coworkers openly criticized Harris for the way in which he shut me up.

Gag order

After the retreat Harris put a gag order on me, handing me a written "notice" that implied that I would be fired the next time I said anything that Harris considered to be "counterproductive." (Document dated 26 September 1997 withheld.) This outraged many of my coworkers, who saw my forced silence as against their interest. They openly criticized the gag order, forcing Harris to rescind it. (Electronic mail message of 2 December 1997 withheld.) He did so reluctantly and without any decrease in his anger toward me.

Appeal to advisory committee

The gag order was just one of many management actions that strongly discouraged staff members from raising grievances of any sort. In an effort to get this chill lifted, a number of staff members (names withheld) decided to appeal to the Physics Today advisory committee at its annual meeting on 17 October 1997. We made our appeal to the committee, which reports to AIP's top management, in writing (memo of 17 October 1997 withheld) and in individual oral presentations. Our written note was titled, "Freer Atmosphere Needed at Physics Today" and began, "At Physics Today there is an increasingly repressive atmosphere that discourages staff initiatives...." The memo described how Physics Today staff member Graham Collins had also been warned about speaking up about workplace problems. It contained the following paragraph: "Both Jeff and Graham have been outspoken about problems that many of us see at the magazine. We feel that the lecture to Graham and the written notice to Jeff both contribute to a repressive atmosphere at the magazine and restrict all of us. We hope the advisory committee will do whatever it can to get these warnings retracted, and to remind the PT managers that repression is counterproductive. Such steps would go a long way toward diminishing the fear that staff members now associate with trying to openly address problems at the magazine."

Harris has harshly criticized me for my leading role in the presentations to the advisory committee, telling me and others (names withheld) incorrectly that I tried to get him fired. He sees this as an unforgivable offense that obligates him as a matter of manly honor to fire me or eventually drive me out and that gives him the moral right to do so by any means. Those means include steps that appear honest to outsiders but are not -- such as the present performance review, which imposes an unattainable goal that can be used against me a year from now when it has

not been met. When I explained to Harris that neither I nor the other staff members involved tried to get him fired or even wanted that to happen, he replied that I was either naive or lying. (I still do not want him fired, but I can no longer speak for others on this point. Respect and support for Harris by other staff members, including some not involved in our collective activities, have deteriorated sharply.)

Ban on my private conversations

In pursuit of his agenda, Harris has evidently given Benka license to go after me and other perceived management enemies on the staff. I will briefly describe here a recent example. (A more detailed account is available.) At about 6 pm on Wednesday 28 January 1998, I was in my office talking to my coworker Toni Feder on the telephone when Benka opened the door and asked rudely and sarcastically if I was talking to one of our authors. I said, "No, I'm talking to a coworker, Toni." He acted as if he already knew that. He stepped further into my office and said that he wanted in on our conversation. This was unprecedented and frightful. I switched Toni to the speakerphone and told her that Stephen Benka was here and wanted to be in on our conversation. She sounded equally shocked. Benka suggested that she walk over from her office to mine, and she said OK. I then walked out of my office and into the open area of desks just outside, and Benka followed. I did this to make room for Toni and to get some physical distance between myself and my supervisor, who was clearly behaving very strangely.

After Toni arrived, Benka asked us what we had been talking about on the telephone. I thought his question was way out of line, but I answered it anyway: We had been discussing the May 1998 50th anniversary issue of Physics Today. But after giving that short answer, I said that the important question is why he was trying to barge in on our conversation.

He answered by announcing that Physics Today management is forbidding all private conversations between staff members at work. From now on, all conversations between staff members must be open to management supervision, he said. When I asked him why, he referred to the organizing activity that took place last year and said that he doesn't want that to happen again. This smelled like a retaliatory and repressive policy aimed primarily at me, and so I asked him whether or not it applies to everyone. He said it does. I didn't believe him (but I didn't say that I didn't believe him), and so I pressed him three or four times to say whether or not he was going to announce the new policy to the rest of the staff. His final statement was that he knows that I want to know that.

The policy was never formally imposed on the rest of the staff, of course. But news of management's anger at private conversations spread quickly throughout the staff (yes, by way of private conversations). Even though the totalitarian policy officially applies only to me and Toni, it has put a chill on everyone's expression and has contributed to the repressive atmosphere at Physics Today.

Physics Today loses Graham Collins

In this memo I have for obvious reasons focused on my own case. But I don't want to leave the impression that management is critical only of me. In fact, they target any employee who speaks out about workplace problems. My most outspoken coworker, Graham Collins, was also the subject of a gag order and other reprimands for saying what many on the staff were thinking but were afraid to say. (Graham's gag order and mine were lifted at the same time.) I won't explain here how management irresponsibly made leaving the magazine Graham's best option. The details are available elsewhere. But with permission from Graham and all involved, I am attaching a copy of a note to Graham that I helped write after he submitted his resignation. (See attached note of 16 March 1998; authors' names withheld.) Please read the note as an integral part of my performance review appeal, as it contains a number of important and relevant points not made elsewhere.

'On my case'

As I mentioned above, management is now "on my case," and so my work is now subjected to greater scrutiny. Without precedent, the magazine's management recently examined and criticized some of my work before I completed it. (That was my work on the first of the five decade sections for the May 1998 50th anniversary issue of Physics Today.) Ever since the 1997 retreat, Physics Today publisher Charles Harris has given me the impression that I am being monitored. After the retreat he attended almost every magazine department meeting that I attended -- meetings that he had only rarely attended in the past. After some meetings, he commented privately to others about my performance.

Your moral responsibility

Physics Today's new love-it-or-leave-it policy, mentioned in the 16 March 1998 note to Graham, implies that the magazine's problems originate in the staff. Keeping the focus on the staff is not simply a harmless way that management diverts attention from itself, but is extremely costly. In the short time since Graham submitted his resignation, editor Benka's assistant Susan Funk has quit in frustration, and publisher Harris's assistant Carol Lucas has resigned. The loss of experienced staff, the

discouraged state of many of those who remain, the repressive atmosphere's toll on creativity -- in general, the frustration of those who want their job to be more than a simple exchange of time for money -- in these and other ways current policy wastes the resources of the physics community. You have a responsibility to undo the current widespread cynicism at Physics Today by making staff-initiated change possible.

18 August 1997

Steve --

As I have noted in many conversations and memos over the years, I work most efficiently in my job of feature article editing when I have articles at all stages of development. That means, for example, some articles that have just been solicited, some that have been submitted and reviewed, and some that have been revised by the author and are ready to edit.

As you know, our supply of articles in the last category has followed a "feast or famine" pattern -- mostly famine. This has held down my productivity to the point where I cannot afford to take the full 30-day vacation that I recently requested (and that you approved) and still meet my annual article editing goal. So I am thinking about cutting that vacation in half, perhaps, and using the rest of my vacation time at some later date. I won't be able to work out the details until some articles in the last category trickle in and I can draw up a schedule.

As of today, we have received neither of the two manuscripts that I am going to edit for the December issue. I would be working on them now if we had them. The Riordan manuscript, for example, is not expected to arrive until around the time I had planned to go on vacation. And I have no articles that I can edit now for issues following December. I would like to edit two articles for the January issue and two for the February issue, but I will not be able to do that under our usual famine conditions -- I will need to have the manuscripts much earlier than I have been getting them. If today I had four manuscripts ready to edit for those two issues, I could work on all four simultaneously, using my time to greatest advantage. I think you will agree that the magazine should be in a position where such productivity and advance work is routine.

Given the status of the December manuscripts, a 30-day vacation as planned would compromise my ability to edit two articles for that issue. I would like to take a shorter vacation and continue working at home much of the time, as long as that continues to work well. Please let me know if that is OK, and in any case please see how soon I can have four articles that are ready to edit for the January and February issues.



D00608

August 19, 1997

Jeff,

It is the responsibility of the article editors at Physics Today to produce finished articles starting from any point in a given article's development.

Thus the responsibility of generating "ready to edit" articles is in part yours. For one example, we had agreed that you would obtain Colson's article on free-electron lasers, and have it edited in case we needed it for an emergency fifth article in the October special issue on the electron; otherwise we could drop it into the magazine a month or two later. Fortunately, we don't need it for the special issue; to my knowledge you have yet to acquire the article.

You were my first choice to edit several articles in late stages of development in the recent past, but turned them all down: Fink (March); Cohn (May; I edited that one, while you edited none that month); Jeanloz to edit with Soulen (August); a second article for October (you were reluctant to take Perl); Kasap for November.

As recently as two months ago, when you wanted to take paternity leave (which I OK'ed), you told me you didn't want any additional articles through the end of this year. As noted above, I offered you some anyway and you turned them down. You expressed no interest in articles, so I left you out of my plans for them.

I understand your special circumstances and once again offer you my heartfelt congratulations on the birth of Joshua Rose. If you are now ready once again to accept the responsibilities that go with feature articles, I can supply you with as many as you want. The articles that are currently "ready to edit" have been assigned to others. Nevertheless, I am sure we can reach a mutually acceptable state of affairs.

A handwritten signature in cursive script, appearing to read "Steve". The signature is written in dark ink on a white background.

PHYSICS TODAY

from Stephen G. Benka

Jeff, As we discussed,
as of today we are shifting
your job tasks slightly:

Actual editing goes from a
weight of 80% to 70%.

Following up on solicited
articles goes from 15% to 25%.

— Steve
8/25/97

2 September 1997

Steve --

Thank you for responding to my note of 18 August 1997, in which I ask for more work -- specifically, more feature-article manuscripts that I can edit for publication in the magazine ahead of deadline. I was dismayed to find that instead of welcoming my request, your response focuses on assigning blame for the lack of such manuscripts and goes on to deny that we have any such deficiency.

You base the first part of your response on the fact that Physics Today staff members do follow-up work with the people whom you have invited to write articles for the magazine. You note that these staff members are therefore "in part" responsible for obtaining manuscripts that are ready to edit for publication. All this is true, but our severe shortage of such manuscripts is not due to deficient solicitation follow-up work by the staff as you imply. The article editors on the staff have, in fact, done a good job of following up on solicited articles -- staying in contact with the authors and working with them to produce the articles that you have asked them to write. If you think you could do better than we do, you should share your secret. For whatever it is worth, my experience is that when a conscientious and hardworking staff is blamed for a long-standing problem, the diagnosis is usually incorrect, and an incorrect diagnosis is an impediment to a real solution. (In my own case, according to my job description, solicitation follow-up has been a small part of my job; but I work at it conscientiously, and on my latest annual review you said that I do above-average work in this area.)

No, the problem is not your staff's lack of competence in its follow-up work with authors. The problem is simply that the magazine has solicited far too few articles. This has had unfortunate consequences, not only for the staff (as my note of 18 August 1997 describes for my case), but also for the magazine's subscribers. In the past three years I doubt that we have had even three months in which we have had a backlog of manuscripts ready to edit. Typically, the editor scrapes each issue together in a near-crisis atmosphere, after a desperate search around the office for manuscripts that may have arrived -- or that are said to be "in the mail." The lineup of articles in most issues of Physics Today is thus dictated by forces beyond our control.

Your listing of manuscripts that you say you offered to me begs the question of giving me more manuscripts that I can edit and prepare for publication, because we did not have the manuscripts on your list. In your own words, they were "in late stages of development." I should point out that even manuscripts that you consider ready to edit often are not. And when the shortage of manuscripts forces us to schedule incomplete manuscripts for near-term publication, we often have to pressure authors to work with us under undo

time pressure. This is unfair to both the author and the Physics Today staff, because it deprives them of the opportunity to do their best and therefore most satisfying work. The largest group to suffer, of course, are the readers. I don't know how many of the articles that you listed fell into that category, because I did not work on those articles.

As I said in my memo of 18 August 1997, I think article editing work is done most efficiently when it is done well ahead of the deadline. So in general I seek to work in advance and am reluctant to take on articles that, due to the shortage, will necessarily have to be done at the last minute, often after I have already scheduled work on other articles and often well after any reasonable deadline for submission. Month after month our work should not consist of "rush jobs" for issues that are upon us. I would have taken on the articles in your list if they had been scheduled for later issues -- or, even better, if they had not yet been scheduled for specific issues. But because of our serious lack of manuscripts, it has almost never been possible to work ahead.

In your response you say that I "agreed" to obtain William Colson's article by a particular date. This cannot be true. There is no way that I or any other Physics Today staff member could credibly "agree" that Colson and his coauthors would finish writing their article by a date that you picked arbitrarily. Only Colson and his coauthors -- all volunteers, remember -- could do that, and they did not. We cannot suddenly and unilaterally spring a short deadline on an author. The most we can do is ask our authors if they can meet such a deadline. Over the years you have asked many authors whether or not they could meet particular deadlines that you had in mind, and you have accepted later deadlines when they told you what they could do. Just because you are now talking to a staff member, rather than directly to the author, doesn't mean you can "just say article" and have it appear.

In the final paragraph of your response to my request for manuscripts, you boast: "I can supply you with as many as you want." This is simply not true. In fact, when we spoke after I received your response, you could not supply even one manuscript that I could edit for the January issue, the February issue or any subsequent issue. Of course, we will eventually come up with something to fill the holes in those issues. But, as usual, that is not likely to happen soon enough to allow us to work ahead. I am sure we could continue to pretend that this modus operandi is not a serious problem -- after all, we have managed to get by with it for a number of years. But it takes an unnecessary toll on many people, and so I think we have a moral responsibility to the staff (article editors, editorial assistants, art editor and copy editors), authors and

readers to solve the problem. I think the obvious first step is to admit that we do have a serious shortage of manuscripts and that the shortage leads to the problems that I have described here and in my note of 18 August 1997.

As I mentioned above, solicitation follow-up work has been only a small part of my job -- at least that is what I thought. When I saw how much you emphasized it in your response to my note, I took a look at my job description and noticed that such work was a bigger part of my job than I had remembered. Upon further investigation, however, I discovered that you had altered my job description after the fact to add truth to your claim. Indeed, the altered job description was dated 19 August 1997, the same date carried by your response to my note. For future reference, let me say here that I and other members of the staff prefer an above-board management style, where, for example, important changes are pointed out to people rather than being left for them to discover -- or, perhaps, not discover. In any case, you and I discussed the change in my job description on 25 August 1997, and I agreed to it. Thus, I will increase my solicitation follow-up work by about 2/3 and reduce my article editing by 1 part in 8. (I will continue to spend the large majority of my time on article editing.) Because of my preference for doing things above-board, I asked you to write me a note describing the change in my job description, and I thank you for doing so.

For the record: In your response to my note, you say that you OK'd my request for paternity leave. My recollection is that you neither approved it nor denied it, because I withdrew my request before you responded.

So that we don't wander too far from the original issue, let me repeat that I made my 18 August 1997 request because I felt that I was being held responsible for a particular amount of work (my annual article-editing goal) while being made to work so inefficiently that I could not do that amount of work -- at least not with sufficient time left over to take some time off. My revised job description will lessen slightly my need for ready-to-edit articles, and so should provide some relief in this area.

The Riordan manuscript has just arrived, and I would like to work on it now, so as to finish it as far ahead of the deadline as possible. Unless you tell me otherwise, that is what I will do. Perhaps I will take some vacation time later, depending in part on what other work comes in.



From: "Martin L. Perl" <martin@SLAC.Stanford.EDU>
To: Jeff Schmidt <jds@aip.org>
Date: 2 Sep 1997 (Tue) 17:13
Subject: Leptons After 100 Years Article

Dear Jeff

Thank you for changing my ugly duckling of a manuscript into a beautiful swan. You have done a wonderful job.

I have the following comments:

Page 35, column 2: the ***** in "See box 1 on page ***** 36 has not been inserted yet.

Page 39, column 2: the ***** in "See box 2 on page ***** 40 has not been inserted yet.

Page 36, bottom equation in column 2: space required between virtual and Z0.

Page 38, Figure 4: TAU DETECTION scheme might be changed to TAU DETECTION apparatus.

Page 40, Box 2, column i: yes, each h should be an h-bar.

Page 40, References: the names in Ref. 3 are spelled correctly; in Ref. 10 the page number is 2074; in Ref 16 the page number is indeed 79c, it is a conference proceedings and every page has a c added to the page number.

Thank you so much Jeff for all your help and guidance. I am greatly looking forward to the issue.

Sincerely yours

Martin Perl

From: "George Crabtree" <george_crabtree@qmgate.anl.gov>
To: "Judy Barker" <jbarker@aip.acp.org>
Date: 15 Apr 1997 (Tue) 19:24
Subject: Vortex Article

Subject: Vortex Article
Time: 5:26 PM
Date: 4/15/97

Dear Steve, Jeff, Barbara, and Judy,
I just received the offprints for our article on Vortex Physics in the April issue of Physics Today. What fast service! The article looked very good in the magazine, and I got a warm feeling on finally seeing it in print. Thanks to all of you for your efficient and competent efforts to bring the article out. For David and me, it is gratifying to see the fruits of our work appear with such high production standards. Thank you all once again.
Sincerely,
George Crabtree

George Crabtree - MSD/223
Argonne National Laboratory
9700 S. Cass Avenue
Argonne, IL 60439
phone: 630-252-5509
fax: 630-252-7777
e-mail: crabtree@anl.gov

CC: "David Nelson" <nelson@cmt.harvard.edu>

**Letter to the Editor
Review Form**

MS Number: L-9705-527-U
Author: Weinstock, Robert

Title: Comments on "Probing the Faintest Galaxies, April 1997

Review by: js Date Assigned: 5/22/97 Date Completed: _____

☒ Accept ☐ Reject ☒ Staff Revise ☐ Author Revise

I think a lot of our readers would appreciate an answer to the question that Weinstock raises. I suggest that we publish a shortened letter (see enclosed edited version) along with an answer from Ferguson.

-JS

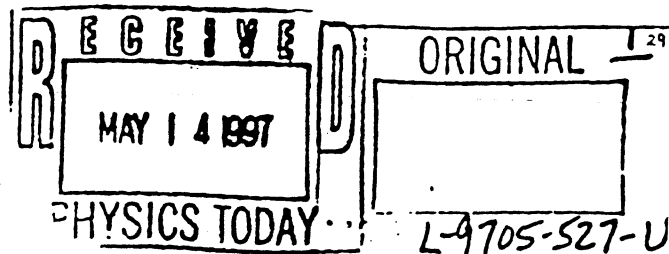
Please return to Susan Funk by 5 June 1997. Many Thanks!

Review by : _____ Date Assigned: _____ Date Completed: _____

☐ Accept ☐ Reject ☐ Staff Revise ☐ Author Revise

OK. Get Ferguson's response.

-Steve 6/30/97



Letter to Physics Today:

In "Probing the Faintest Galaxies", by Ferguson, Williams, and Cowie (April 1997), the caption to Figure 1 reads, in part, "For most of the galaxies in the image, we are looking back more than half the age of the universe".

SS This claim seems strange to me; for radiation emitted so long ago must have had its source so close to Earth at the moment of emission — according to the generally assumed big-bang origin of the currently expanding universe — that it would have reached Earth, if at all, well before the era of telescopes, spectrometers, and, of course, us. That this is so springs from the fact that no source can recede from the earth at a speed greater than that of the radiation — namely, c .

To derive this conclusion, let us measure all times and distances relative to Earth's rest frame and let

t = measure of time, from big bang at $t = 0$

T = age of universe (= time elapsed from big bang to Earth's receipt of radiation from source)

θ = time after big bang at which radiation is emitted from source

\bar{v} = average speed of separation of source and Earth from big bang ($t = 0$) to emission of radiation ($t = \theta$).

Thus the total separation of source and Earth at time of emission — i.e., the distance the radiation travels at speed c from source to Earth — must be $\bar{v}\theta$, and the time elapsed during the radiation's journey is

$$T - \theta = \frac{\bar{v}\theta}{c},$$

from which follows

$$\theta = \frac{T}{1 + (\bar{v}/c)}.$$

And from $0 < (\bar{v}/c) < 1$, — i.e., the limiting feature of the speed of light — we conclude

$$0.5T < \theta < T.$$

100%

Any radiation we receive today must have been emitted, ~~therefore~~ at least half the age of the universe after the big bang.

How, then, if the above analysis is sound, do Ferguson, Williams, and Cowie — along with others — suppose radiation to have reached Earth in the 20th century from a source that was, at moment of emission, farther from Earth than $(cT/2)$? Since they evidently infer emitter distance from the doppler-shift magnitude, a ready-to-mind answer is their use of an erroneous relation between emitter distance and doppler shift measurement.

If, ~~however~~ there is something wrong with my analysis above, I shall be grateful to have it explained to me.

Robert Weinstock

Robert Weinstock

Emeritus Professor of Physics

Oberlin College

Oberlin, OH 44074

ZWEINSTOCK@OBERLIN.EDU

(216) 775-8337

Jeff: Spurred by your review, we are planning to publish Weinstock's letter [①]; Ferguson [②] suggests we read his response [③] and consider publishing neither. What think you?

From: Harry Ferguson <ferguson@stsci.edu>
To: ACP.AIP(pelliot)
Date: 7/28/97 10:37am
Subject: Reply to Weinstock letter

Paul
28 July 97

Dear Paul,

Here is our reply to the letter to the editor. Actually, we wouldn't recommend publishing either the letter or our reply, as this sort of basic question about light travel times seems a bit out of place for your letters section. Perhaps you should forward our reply to Dr. Weinstock directly and see if that satisfies him? ②

Sincerely,
Harry Ferguson

SB: Weinstock letter below, followed by Ferguson reply. Ferguson recommends we not publish either. So does Chas. Jeff says otherwise - See text page. I suggest we ask Weinstock if the answer suffices for him; he may feel publication exposes his lack of understanding of cosmology. What say, you? Paul 8/13/97

① Weinstock Letter to the Editor

In *Probing the Faintest Galaxies,* by Henry Ferguson, Robert Williams and Lennox Cowie (PHYSICS TODAY, April, page 24), the figure 1 caption reads, in part, *For most of the galaxies in the image, we are looking back more than half the age of the universe.*

This claim seems strange to me. Radiation emitted so long ago must have had its source so close to Earth at the moment of emission*according to the generally assumed Big Bang origin of the currently expanding universe*that it would have reached Earth, if at all, well before the era of telescopes, spectrometers and, of course, us. That this is so springs from the fact that no source can recede from the earth at a speed greater than that of the radiation*namely, c. A simple calculation, in fact, shows that we are looking back through less than half the age of the universe. Can it be that Ferguson et al. are using an erroneous relation between emitter distance and doppler-shift measurement?

If there is something wrong with my analysis, I shall be grateful to have it explained to me.

> @SIGNATURE = ROBERT WEINSTOCK
> @ADDRESS = (zweinstock@oberlin.edu)
> @ADDRESS = Oberlin College
> @ADDRESS = Oberlin, Ohio
>

② Ferguson et al. reply

③ The redshift distribution of the galaxies in the HDF is not known precisely, however, a very conservative guess based on Keck spectroscopy of the brighter galaxies and the colors of the fainter galaxies is that more than half the galaxies have redshifts $z > 0.8$.

The statement made in the caption of figure 1 comes from a

calculation of lookback time to a galaxy at $z = 0.8$. For a critical-density universe with a cosmological constant $\lambda = 0$, the lookback time is

$$\tau = \frac{2}{3} H_0^{-1} (1 - 1/(1+z)^{3/2})$$

and the present age of the universe is

$$t_0 = \frac{2}{3} H_0^{-1}$$

where H_0 is the Hubble constant.

For this cosmology, a galaxy at $z = 0.8$ has $\tau = 0.6 * t_0$. In other words the lookback time is more than half the present age of the universe.

A general expression for the lookback time with arbitrary values of the cosmological constant and density parameter is given in Carroll et al., 1992, Ann. Rev. Astron. Astrophys., 30, 499 (equation 16).

Henry Ferguson
Robert Williams
Lennox Cowie

Paul —

Weinstock's question should get a physical explanation as an answer, not a mathematical one like this. — say drop the mathematical one, don't just add the physical one to it. Perhaps ask Ferguson & Co. to write what they would say to a high-school student ^(or radio audience) who noticed this seeming contradiction. One possible reason that Fergie & Co. answered as they did is that they don't really understand the physics.

— Jeff

28 Jul 97

D00620

PHYSICS TODAY

from Stephen G. Benka

Paul,

Forward Ferguson's
response to Weinstein.

We won't publish
either the letter or the
response.

Steve 8/14/97

Scientocracy

Vannevar Bush envisioned a brave new world run by scientists.

ENDLESS FRONTIER

Vannevar Bush,
Engineer of the American Century.
 By G. Pascal Zachary.
 Illustrated. 518 pp. New York:
 The Free Press. \$32.50.

By Thomas P. Hughes

DURING World War II, Vannevar Bush mobilized America's engineers and scientists, presided over the making of the atomic bombs, advised President Truman on the decision to use them against Japan and, in a memorable essay entitled "Science — The Endless Frontier," formulated a bold policy for the country's postwar cultivation of science and engineering. He defined, as well, the military-industrial-university complex and gave it the impetus that propels it today. As G. Pascal Zachary observes in "Endless Frontier," no wartime figure in the world marshaled such enormous engineering and scientific resources.

Born in 1890 in Everett, Mass., Bush cultivated his scientific interests while a mathematics student at Tufts and a graduate student in electrical engineering at M.I.T. In the 1920's, when American engineering was in transition from the improvisatory pragmatism of the past to the science-based approach of the future, Bush became known for blending traditional scientific values with the emerging professional ones. At ease in the machine shop as well as in the laboratory, he spoke of himself as using both the hand and the head.

M.I.T., which was in the vanguard of this professional transition, adopted Bush as an exemplary faculty member and later named him dean. He won worldwide peer recognition as the foremost designer of electromechanical analog computers. Decades later, his Atlantic Monthly article "As We May Think" spread the notion of mechanizing the storage and retrieval of information, an idea that fired the vision of several computer pioneers. Zachary, a business and technology reporter for The Wall Street Journal, has aptly subtitled his biography "Engineer of the American Century."

Bush assumed that men of brains, judgment and good will would rise to positions of responsibility in the engineering and scientific world. (He was not at all sure that this was true in political and military realms.) An elitist holding high academic standards, he believed that university engineers should reach out to render public service, not only solving problems assigned to them, but helping to formulate policy as well. This agenda would bring him into sharp conflict with the Washington establishment.

After World War II began in Europe, Bush, answering a call from Washington to mobilize engineers and scientists for national defense, put together the Office of Scientific Research and Development. Contemporaries called it the greatest research and development organization in history. Its story has often been told, but Zachary goes deeper to explore Bush's influential and often controversial views on the role of experts in a democracy, an issue that surfaced then and that remains only slightly below the surface now.

Bush and elitist science associates like James

Conant, the president of Harvard, sharply criticized the military for not developing strategy and tactics that incorporated new weapons, such as radar and the proximity fuze. Bristling with impatience, Bush used his direct access to Franklin D. Roosevelt, as well as his freedom from Congressional oversight and his huge budget, to bring pressure on generals and admirals to accept scientists and engineers as partners in making policy.

Turf battles were inevitable. The Chief of Naval Operations, Adm. Ernest J. King, a formidable opponent, accused Bush of "trying to mess into things in connection with the higher strategy which were not his business, and on which he could not have any sound opinions." Other officers scornfully dismissed the civilian experts as men without combat experience.

Bush's advocacy of unfettered scientific expertise brought criticism from the politicians as well. The United States budget director, Harold Smith, declared that Bush "is too much influenced by the assumption that researchers are as temperamental as a bunch of musicians, and consequently we must violate most of the tenets of democracy and good organization to adjust for their lack of emotional balance." "Most of them," he added, "do not know even the first thing about the basic philosophy of democracy."

Undaunted, Bush, according to one colleague, talked "straight to generals and cabinet officers and the President," and made them "take it." After fierce confrontations, he would sometimes withdraw in the evenings to Washington's exclusive Cosmos Club and negotiate with his opponents over a bottle of Scotch. He often prevailed.

Jerome Wiesner, John F. Kennedy's science adviser, thought that the 20th century might not again produce Bush's equal in engineering and science policy. Alfred Loomis, a knowledgeable science patron, investment banker and radar expert, concluded that among the men whose death in the summer of 1940 would have caused the greatest calamity for America, Roosevelt was first and Bush would be second or third.

BY war's end, however, Bush was bone-tired, broken in spirit and bereft of influence. Finding the Truman Administration's science policies suggestive of a chapter from "Alice in Wonderland," he left the Government in 1948. In his last great effort, he tried and failed to establish a National Research Foundation, a peacetime replacement for the research and development office, one that would cultivate fundamental science both for military and civilian uses. He wanted peacetime science unfettered by political controls, but failing to perceive a growing call for public accountability, he aroused overwhelming opposition. James V. Forrestal, the first Defense Secretary, observed that "even with both ears to the ground," Bush did "not hear the rumble of the distant drum."

Deeply informed and insightful, Zachary has thoroughly captured the spirit of Bush and his times. In evaluating the man's legacy, he honors Bush as a role model for his generation's engaged engineers. But Zachary is impatient with Bush for resisting people whom he considered government interventionists, intent upon pursuing science primarily for the ill-fed, poorly educated and underemployed. Zachary is surely right in concluding that Bush's single-minded support of elitist universities and his advocacy of the "free play of free intellects, working on subjects of their own choice" would find little support in Washington today.

Thomas P. Hughes is a professor of the history of science and technology at the University of Pennsylvania and at I.T.P.

The New York Times, 26 October 1997

D00622

Advocate of the Atomic Age

ENDLESS FRONTIER
Vannevar Bush, Engineer of the
American Century

By G. Pascal Zachary
 Free Press. 518 pp. \$32.50

By **Gregg Herken**

ALL that has been written about the making of the atomic bomb tends to ignore the fact that the Manhattan Project was primarily an engineering effort. Historians have lavished most of their attention upon the more temperamental—and hence colorful—physicists involved. Journalist G. Pas-

Gregg Herken, a historian at the Smithsonian, is writing a book about physicists Ernest Lawrence, Robert Oppenheimer and Edward Teller.

cal Zachary's *Endless Frontier*, the first biography of an engineer who was once the doyen of America's scientific establishment, takes a major step toward setting the record straight.

Vannevar Bush was a prototypical Boston Yankee whose father was a Universalist preacher and grandfather a sea cap-

tain. Bush's flinty persona and wry humor reflected those origins. (His "screwball" first name was borrowed from that of a family friend.) Educated at Tufts and MIT, Bush received a PhD in electrical engineering in 1916 and set about to broaden his horizons: "I resolved to learn about



Vannevar Bush in 1947
 government-funded research to "supplement" rather than compete with work done by the military services. Predictably, however, the Pentagon viewed Bush's plan

men as well as things."

An inveterate tinkerer, Bush invented before he was 40 a device to detect submarines, a code-breaking machine, a solar-powered pump, and the "differential analyzer"—an early, mechanical version of the computer. In the mid-1920s, he co-founded Raytheon and was made wealthy by the

"Bush's greatest invention was not a thing but an organization—the National Defense Research Committee."

subsequent growth of the electronics giant. In 1939, on the eve of World War II, he became president of the Carnegie Institution in Washington, D.C.

Yet Bush's greatest invention was not a thing but an organization—the National Defense Research Committee—which he

coming simply a curmudgeon by two courageous acts that received little or no public attention. In 1952, while on a blue-ribbon panel studying disarmament, Bush tried to postpone the explosion of America's hydrogen bomb until the possibility of a ban on such tests could be explored by Truman's successor. Two years later, Bush spoke out in Robert Oppenheimer's defense at the latter's security hearing, where the physicist was being pilloried for his opposition to the H-bomb. While for naught, Bush's heroic stand at the Oppenheimer hearing was arguably his finest hour.

In an era when science as well as history is said to be only a reflection of changing cultural values, Zachary's book gives a glimpse into a simpler time. Vannevar Bush was the exemplar of a generation that has now vanished. Bush evoked the attitudes and standards of that generation when he wrote, in December 1940, of standing "at the mouth of the cave with a few strong men of the clan armed with stone axes against a hostile world."

and President Franklin Roosevelt created in time to mobilize the country's scientific brainpower for the coming conflict. The quality that Bush typified and that he valued most—the ability "to think straight in the midst of complexity"—was key to his and the NDRC's success in jump-starting the nascent atomic bomb project, which hidebound bureaucrats and flighty physicists had left dead in the water. When a National Academy of Sciences panel dithered as to whether a bomb was possible, Bush added a handful of engineers and sent them back to the drawing board; the panel decided the bomb was feasible after all.

Bush also had the talent to recognize his own limitations. "Most of this was over my head," he readily admitted to physicist colleagues who were probing the mysteries of fission. Accordingly, Bush teamed up with, another, Bostonian—chemist, James Conant, presi-

as a threat, and the cronies and pals who surrounded FDR's successor, Harry Truman, also feared—with some reason—that Bush's real goal was a technocracy, a government by experts. Blocked at every turn, Bush could do little but complain and wax nostalgic about the halcyon days of the war. He finally left the government in 1948.

Over time, Bush's hardheaded pragmatism became an ossified suspicion of the new. He was most famously wrong about ballistic missiles—"I think these things will be just too expensive and inaccurate to use, even if they could be built"—but his attachment to the analog technology of his differential analyzer likewise blinded him to the potential of digital computers, even though he was one of the first to herald the coming of the information age. (In one area, Bush's naysaying may only have been premature. He warned in 1960 that putting "people in space was merely a stunt" that would eventually "bore the public" and "kill some promising youngsters in the process.")

In retirement, Bush was saved from be-

Arms and the Man

By ERICH EICHMAN

It is odd to think that a man whose face appeared on the cover of Time magazine in 1944, and whose death occasioned a front-page obituary in the New York Times 30 years later, should be all but forgotten today. But such is the fleeting fame of the



Bookshelf

"Endless Frontier"
By G. Pascal Zachary

technocrat. Vannevar Bush was much more than that, of course. He was a pioneering engineer and inventor, an entrepreneur, a visionary and a social philosopher whose "Modern Arms and Free Men" was a 1949 bestseller and whose hymn to science (and appeal for funding), "Science—The Endless Frontier," caused a sensation when it was released in July 1945.

But his glory years were spent in Washington heading up various technocratic entities (the Carnegie Institution, the Office of Scientific Research and Development), advising presidents, pulling strings on Capitol Hill, worrying over funding, and overseeing projects, most notably the secret one that produced the first atomic bomb.

In his way, Bush was a precursor of the "Wise Men," the elite insiders who guided U.S. policy in the postwar years. His influence reached its height under Roosevelt and faded precipitously thereafter, but his concerns—the relation of science to government and the military, its role in society—are still very much with us.

No doubt Bush would have welcomed our computer revolution, for he was essentially an optimist who saw technology as a force for good. Most important, during the crisis years of his greatest prestige and authority—when the country was at war or preparing for it—he argued (presciently, convincingly) that science had something essential to contribute to national defense, especially if civilian researchers were allowed to do their work unmolested by military bureaucracy.

Journal reporter G. Pascal Zachary has brought this able, conscientious, energetic and wrongly forgotten man to life in "Endless Frontier: Vannevar Bush, Engineer of the American Century" (Free Press, 518 pages, \$32.50). A few excerpts:

In the 1930s: "While innovation was clearly becoming corporatized, Bush still believed that the lone researcher often does produce out of thin air a striking new device or combination which is useful and which might be lost were it not for his keenness." Bush was himself just such an irrepressible inventor. While an astute manager of research teams, he often pursued his grandest intuitions alone. Rapid retrieval of personalized data, stereoph-

tography, typography, internal combustion engines and perpetual motion were just a few of his obsessions. For him, inventing was a calling, a way of life.

At the commanding heights: "Intensely self-assured, [Bush] deferred to no one, save Roosevelt and his mentor, Henry Stimson, the secretary of war. In the heat of war, his penchant for barging ahead worked wonders. The military gave more leeway to him than perhaps any other civilian in the war. Members of Congress granted his every request. 'Never once did we ask for funds and fail to secure them promptly,' Bush later boasted. Legislators rarely even questioned him, and when they did the exigencies of war made it possible for him to duck the tough queries anyway. He never flatly refused to satisfy a politician's curiosity, but rather dared him to comprehend the technical and military issues. Most politicians wisely kept their mouths shut."

The response to Bush's 1945 report: "Business Week called Science—The Endless Frontier 'an epoch-making report' that is 'must reading for American business men.' The Washington Post applauded Bush for delivering a 'thorough, careful plan for putting the needed push of the federal government behind our scientific progress.' . . . Only a handful of commentators questioned Bush's basic principle that research deserved broad public funding. The Wall Street Journal, for example, argued that tax incentives could achieve a similar result by inducing private industry to spend sufficiently on research."

After the war: "[Bush] shared with other elitists a stark and not altogether distorted view of American society that pitted sober, pragmatic elites against the untutored, volatile masses. For Bush, Truman and his cronies as well as most congressional leaders clearly fell into the 'masses' category. While Truman delisted in casting himself as an ordinary American, Bush—and other elite leaders—tended to view such citizens as irresponsible and sometimes irrational. The elite assumed that the mass of Americans needed patriarchal authority. In Bush's view, civilian technocrats were the solution to the inherent contradiction between the increasingly complicated problems facing government and the nation's democratic traditions. In practice, this meant that the public must pay for experts to make decisions in its name; these experts would brook little or no interference."

Looking back, in the 1950s: "He wondered whether men could 'live without war.' Now that 'the glamour of war' is gone, he asked whether the kind of direct combat 'that once had a real appeal for the red-blooded man' was obsolete. Others had noted that modern technology had made war impersonal and that the 'virtile attributes' of war, which enlivened societies in the past, would have to arise from another source. But Bush's romantic yearning for an earlier stage of combat seemed peculiar given his role in exploiting the very technologies that further dehumanized war."

A vivid tale of an American science czar

By David Walsh
THE BOSTON GLOBE

Roosevelt called me into his office and said, 'What's going to happen to science after the war?' I said, 'It's going to fall flat on its face.' He said, 'What are we going to do about it?' And I told him, 'We better do something damn quick.'

Those are the words of Vannevar Bush, longtime professor at the Massachusetts Institute of Technology and America's science czar in World War II. They evoke the Washington manners of 1945, when those in positions of responsibility understood that they had trod upon a historic stage and spoke such clipped sentences easily.

Bush had served as Roosevelt's science adviser since June 1941, overseeing the development of radar, the computer, the atomic bomb, antibiotics. When Roosevelt asked for a postwar plan, Bush delivered—this is a hurry.

In just four months, he responded with a famous report, "Science—The Endless Frontier," synthesizing the work of a series of bipartisan committees. Though much battled over in the corridors of power, it nonetheless became the blueprint for the tussle between government, industry and academia that has lasted to the present day.

More than any other person, it was Bush who designed America's national system of innovation in the post-World War II era: the universities directing basic research, the federal government paying the bills and corporations concentrating on applied research, somewhere in between.

This was a good deal more fundamental than, say, thinking up the interstate highway system or inventing the television network. It could be argued (having democracy aside) that it was the innovation system more than anything else that won the Cold War.

Bush is now the subject of a wonderful new biography by George D. Y. S. (now under review out of print), a remarkable chronicle of the development of a major piece of modern America.

Commentary

accomplished in the years between 1939, when he went to Washington, and 1954, when he left full-time government service and returned to MIT.

Yet even Bush's failure to adjust after those great days underscores the importance of the forces he had set in motion. And in Zachary's hands, the human forces behind the strange twists of technological developments are always available for inspection.

Named for his father's roommate at Tufts College, Bush went to Tufts himself. Afterward, with his Tufts roommate, Lawrence Marshall, he started a firm to make radio tubes that they called Raytheon. The firm was a success, but Bush went on to teach electrical engineering at MIT, where he pioneered in developing analog computers. Duty called in 1939.

By far the greatest part of Zachary's book concerns the war years. And here the stories are just too numerous to do more than list. The author's day job is as a reporter for The Wall Street Journal in San Francisco. He has a journalist's eye for color and knack for narrative, but also a historian's ear for deeper concerns.

Of his war years, he tells of the Manhattan Project with yarns of Bush's association with the Office of Strategic Services; stories of the FDR cabinet with anecdotes from abounding time. (One of his finest moments came when he went to bat for Robert Oppenheimer, whom he saw as a victim of technological differences of opinion.)

It turns out to have been a far more complicated world than Bush had contemplated. Battles over federal funding of sciences are recounted. Bush favored winding down the military's role in funding science at the conclusion of the war; President Harry Truman overrode him in 1945. When the National Science Foundation finally was created five years later, Bush disclaimed the agency he had imagined. He feared that it was too little, too late.

After leaving government, Bush seemed to shrink in stature. The man who had marshaled forces on a equal footing

By the 1970s, U.S. industry found itself in a paradoxical situation: 'Awash in theoretical knowledge, it was starved for the basic processes and products that lead to victories in commercial contests,' according to a new biography of Vannevar Bush.

with Eisenhower, George Marshall and Chester Nimitz suddenly was a voice that found its fullest expression against the new: against guided missiles and satellites, against the race to the moon, against consumerism. He served to good effect on corporate boards, with the pharmaceutical company Merck in particular. His son founded Millipore Filter Co.; he himself raised turkeys in New Hampshire.

The world was far more bottom-up than the top-down world he favored, and, according to Zachary, this had deleterious effects on America's competitive position in the world economy. He writes: "The great defect of 'Science—The Endless Frontier' was its neglect of industrial innovation." Science was lionized as the source of all progress; invention and commercial engineering were fobbed off as subsidiary concerns. The result was that by the 1970s, U.S. industry found itself in a paradoxical situation: "Awash in theoretical knowledge, it was starved for the basic processes and products that lead to victories in commercial contests." (Oligopolistic market structure may have had something to do with it, too.)

Nobody knows better than Zachary how it was that, in key industries at least, American businesses fought their way back to positions of global supremacy. His first book, "Showstopper: The Breakneck Race to Create Windows NT and the Next Generation of Microsoft" (now under review out of print), is a remarkable chronicle of the development of a major piece of modern America.

Its narrative here is Dave Cutler, who was born in 1942, when Bush was at the height of his powers in Washington. Yet by

the end of the book, we understand that Cutler (once a top Digital Equipment executive) his way has been just as effective in welding together a team bent on a fixed objective as any of Bush's minions in the war—with no higher authority behind Cutler than Bill Gates, the business strategist who built Microsoft on little more than his understanding of what it meant to be the standard.

Gates commands a research and development effort as extensive as any ever commanded by Bush. And the commercialization of research and development that began when International Business Machines moved into computing and American Telephone & Telegraph developed the transistor (and then stood by while Silicon Valley took its development to the next stage) has gone far beyond what he contemplated.

Which just goes to prove the point. Whatever his deficiency as a planner of the outline first sketched in "Science—The Endless Frontier," have evolved into a pretty good map of the territory. The relationships between the regions are better understood. So are the possibilities for failed communication. The boundaries themselves seem a little more finite; the competition for resources a little more intense.

But veterans of a hundred cowboy movies know what happens next. Some guy comes through with a roll of barbed wire, or a motor car, or a machine gun, and it's off to the races again. The frontier is forever closing, at least as originally understood. And new vistas are opening all the time.

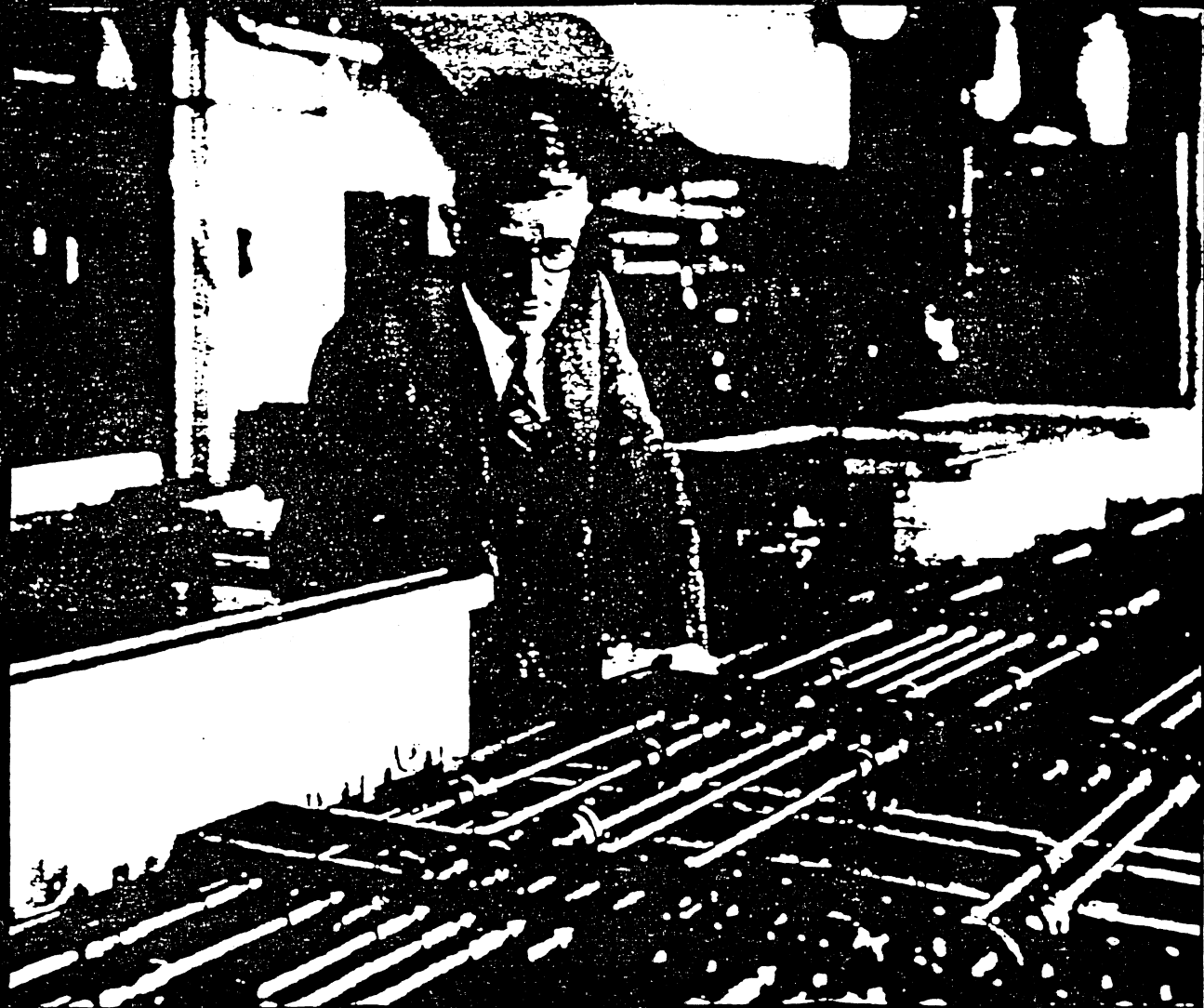
Chicago Tribune, 22 September 1997

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VANNEVAR BUSH
AND THE POLITICS
OF SCIENCE

INSIDE

TAPPED OUT: Beer industry's love affair with marketing resulted in some flat sales. **Page 4**

AUDIO 'AMBUSH': Tom Wolfe's first fiction in a decade travels the recording route. **Page 7**

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A well-engineered life

■ Vannevar Bush devised policies that altered our lives

ENDLESS FRONTIER: Vannevar Bush, Engineer of the American Century
By G. Paschal Zachary
Free Press, 490 pp., \$32.50

BY PAUL PREUSS

A CHAMPION of scientific expertise in government, Vannevar Bush's name and face were all over the covers of *Time* and *Fortune* and *Newsweek* in the 1940s, but today — except for the mistaken impression that Bush foresaw the personal computer and the Internet — few remember him. *Wall Street Journal* reporter G. Paschal Zachary has performed a valuable service with this admirably detailed biography of a man who not only was the 20th century's leading American engineer, but who in a real sense engineered the American century.

How should history judge a man who described many of features of the PC in 1945 and inspired the pioneers of the personal computing movement, but who disparaged digital electronic computation? Bush built an enormous mechanical computer of brass and steel, known as a differential analyzer, as early as 1931. Although he helped found Raytheon in 1924 to manufacture better and cheaper electronic tubes for radios, he never lost his affection for analog computing machines. The memory in Bush's proposed desk-sized "memex" (never built) would have consisted not of magnetic tape or disks but of reels of microfilm.

How should we assess the vision of someone who headed NASA's predecessor organization, the National Advisory Committee for Aeronautics (one of his first acts was to establish a research center in Sunnyvale), but who thought rocketry was a waste of time and did his best to discourage the development of satellites, intercontinental ballistic missiles and moon rockets?

The middle years of the century, the years of World War II when Bush was at his acme, were a fulcrum for our national values, our self-image and our conception of ourselves as a distinctive people in the world. Like his times, Bush was a mass of questions and contradictions. He founded the Office of Scientific Research and Development (OSRD) and fought savage bureaucratic battles with Army and Navy brass to persuade them to invest in weapons



ASSOCIATED PRESS/WIDE WORLD — FROM *ENDLESS FRONTIER*

Vannevar Bush, shown here in 1942, was a high-profile engineer during World War II.

development. Because of Bush, American radar helped sweep U-boats from the sea, and the proximity fuze made anti-aircraft guns and artillery devastatingly effective.

At first Bush opposed nuclear research, thinking the prospects for a bomb "remote from a practical standpoint." He ended up launching the Army's Manhattan Project. What to think of a man who advised dropping the bomb on Japan, then wanted to share

nuclear secrets with the Soviet Union — and who staunchly opposed the development of the H-bomb?

He sounds almost liberal. Not at all. Bush was so conservative he distrusted democracy. Although he was one of Franklin Delano Roosevelt's greatest admirers and closest advisers, he thought the president should be relieved of his burdens by delegating power to a committee of technical experts. During the Communist witch

hunts after the war, Bush failed to defend the distinguished scientist E.U. Condon, under attack by the House Un-American Activities Committee, noting that "Communist infiltration constitutes a genuine menace in this country."

A Red baiter, then? Not that easy: He was one of Robert Oppenheimer's staunchest defenders at the 1954 AEC security hearings and a scathing critic of Joseph McCarthy. In 1967, Bush recalled, "Good Lord, I worked with Hoover, Truman, Eisenhower, Roosevelt, Kennedy, and I don't think any of them ever knew what my political philosophy was or were in any way interested in it."

Born in 1880 in Chelsea, Mass., the son of a Protestant minister, Bush began his inventing career while a student at Tufts College, where he earned a patent on a sort of analog computer mounted on a wheelbarrow, a surveying device. After graduate school at the Massachusetts Institute of Technology, he eventually became a professor there, and by 1932 he was MIT's vice president. Washington, D.C. proved to be but a short step away.

Bush advocated civilian control over military research, but through the OSRD and other organizations he did more than anyone else to establish the military-industrial complex. After the war, his opposition almost sunk the National Science Foundation and the civilian-controlled Atomic Energy Commission (today's Department of Energy) — and each had been his own brainchild! Bush was a masterful politician who could threaten and cajole and occasionally deceive to get what he wanted, but he had no constituency except scientists and engineers; having lost the support of younger scientists, his power quickly slipped away.

Virtually discarded by government leaders after World War II, Bush kept an office at MIT and died at home in 1974 at the age of 94. "In hindsight, how does one judge Vannevar Bush?" Zachary asks. "Right or wrong? Good or bad? Success or failure? Such questions certainly would stink Bush as absurd. ... His was a life not of looking back, but of charging ahead." Maybe a full reckoning of his importance isn't possible. Bush himself liked to say, "It is earlier than we think." ■

Paul Preuss' new novel is "Secret Passages."

Vannevar Bush set up a laboratory in his home when he was a boy

MIT — FROM *ENDLESS FRONTIER*



books

An EE who swayed the world

GRANGER MORCAN

Ask most electrical engineers to list who did most to shape the second half of the 20th century, and few are likely to include one of their own: Vannevar Bush, professor of electrical engineering at the Massachusetts Institute of Technology (MIT), co-founder of Raytheon Corp., and civilian director of the massive U.S. R&D effort during World War II. Yet the development of radar, the proximity fuse, effective anti-submarine warfare, and countless other innovations played the decisive role in tipping the balance of the war to the Allies and, in the longer run, in securing democracy as the pre-eminent form of government for industrialized states at the close of this century.

Bush was born in 1890 in a town just north of Boston, where his father was a Universalist minister, and he grew up in a nearby community to which the family moved in 1892. He was a strong-willed young man, with a "spark of belligerency," who from time to time endured bouts of illness. He showed great promise in mathematics and science, and perhaps just as important, proved adept at building things with his hands.

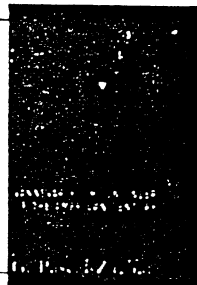
Biographer G. Pascal Zachary, a senior writer for the *Wall Street Journal*, explains that in "tinkering in his basement, Bush shared an activity with many brainy, middle-class boys around the country. The romance of invention...was contagious... [and] Bush realized that the path of the inventor offered him perhaps the only means of achieving conventional success without sacrificing his maverick leanings."

In 1909, when Bush graduated from Chelsea High, he was an independent-minded, politically conservative middle-class New Englander. He was "impatient with pomp," Zachary reports, an "outsider who resented the elite of society but hungered for recognition too." He went to Tufts University, in Boston, where he earned bachelor's and master's degrees in engineering. On one occasion, he read the textbook for a course in advance and asked the professor if he could cut classes to make some time available for other things, and just take the final exam when it occurred. The professor instead gave him the test on the spot—Bush passed and was granted credit.

After working briefly at General Electric Co., Bush entered a doctoral program at Clark University but then transferred to MIT, where he completed a thesis in the new electrical engineering department in less than a year. In 1916 he accepted a job at Tufts and, in parallel, took a position as laboratory director for American Radio and Research Corp. (Amrad). Three years later he moved to the electrical engineering department at MIT, where he expanded his program of research and industry consulting.

Bush's work at Amrad eventually con-

Endless Frontier: Vannevar Bush, Engineer of the American Century.
Zachary, G. Pascal.
The Free Press, New York.
1997, 518 pp., \$32.50.



tributed to the establishment of a new company, Raytheon Corp., which grew rapidly, supplying vacuum tubes for the consumer radio market. Bush prospered along with it.

In 1932 Karl Compton, MIT's new president, made Bush vice president and dean of engineering. While the position gave him wide administrative responsibilities and greater exposure on the national scene, it did not end his research activities or consulting. Much of his research at MIT focused on analog mechanical computing machines (termed "differential calculators") and on "rapid selectors" for searching large physical files (such as banks of microfilm).

As the risk of war grew in the late 1930s, Bush became concerned with laying the R&D foundation for a conflict whose outcome, he believed, would be determined by technological prowess. He had already begun to expand his activities in Washington, D.C., when in early 1939 he was named to head the prestigious Carnegie Institution of Washington, a position that provided the springboard that soon vaulted him to the pinnacle of power.

Bush's appointment in 1940 to chair the National Defense Research Committee (NDRC), which was later transformed into the powerful Office of Scientific Research and Development (OSRD), resulted from vision, good ideas advanced

books

at just the right moment, the right friends, and superb salesmanship combined with technical accomplishment and great administrative skill. Bush built an organization that, while coordinating with the uniformed military services, defined its own research priorities and ran its own show with minimal oversight by the President and Congress.

Bush pioneered new contracting methods that mobilized the nation's top scientists and engineers, with minimal red tape, to address key problems, often in their own laboratories. By 1944 "OSRD was spending \$3 million a week on 6000 researchers at more than 300 industrial and university labs." This count does not include the building of the atomic bomb by the Manhattan Project, over which Bush had responsibility through different administrative arrangements.

Readers unfamiliar with the critical role played by Bush and the OSRD in the war effort will find the central 150 pages of Zachary's biography an exciting and invaluable introduction. Details of Bush's skillful wooing and bullying of military leaders such as Admiral Ernest J. King are particularly interesting. I would have preferred a few more technical details, but except for confusion between the capabilities of the German V1 and V2 weapons, those provided are accurate.

Accustomed to wielding great power with remarkably little accountability, in the post-war era Bush found it difficult to adjust to the reemergence of politics-as-usual and bureaucratic regulation. He strongly supported the atomic bomb he had helped create, but he also recognized that the bomb had changed the world, and worked hard, if without much success, to put in place an international regime to manage this threat to security. On the other hand, he was slow to recognize the great strategic importance of ballistic missiles and the military uses of space. This blind spot worked to erode his standing with post-war military leaders.

Bush is widely credited with being the father of the social contract that guided post-war R&D in the United States. He was the principal author of the report, "Science: The Endless Frontier," which today is perhaps the most venerated, if rarely read, icon in Federal science and technology policy circles. Zachary's account makes it clear that while many of the ideas that led to the post-war system of Federal R&D originated with Bush, and with OSRD contracting experience, Bush by no means deserves all the credit. Indeed, his strong will, plus his failure to understand the changing political landscape, did much to delay the creation of the National Science Foundation.

In Zachary's account, Bush is an immensely impressive man to whom the country and the Western world owe a great debt of gratitude. He was also human, with an ego, a strong and sometimes abrasive style, and other failings and limitations. These are recounted with an honesty that in no way detracts from Bush's great achievements as an engineer, as an entrepreneur, and as an excellent R&D administrator.

Most of the "big names" in U.S. science and technology policy have started out in science, especially physics. But this fascinating and well-written biography is a reminder that one of the greatest of them all, and perhaps the most influential, was an electrical engineer.

Granger Morgan is the Lord Chair Professor of Engineering at Carnegie Mellon University, Pittsburgh, where he also is head of the department of engineering and public policy and a member of the faculty in electrical and computer engineering.

15 November 1996

Proposals for discussion at Physics Today retreat

The following proposed agenda items are in the spirit of Steve's invitation to put our concerns "on the table." This list was put together by some of the staff, based on discussions among staff members. The theme of these proposals derives from the main points raised by the Physics Today advisory committee: openness, staff empowerment and editorial efficiency. The proposals address issues that are very important to at least some of the staff, and they are intended to provide a basis for discussion. Each proposal is subject to adoption, modification or rejection during the retreat. PLEASE ADD TO THE LIST.

1. Agreement that we want to keep all the present staff members.
 - Security is a prerequisite for speaking freely, sharing ideas and experimentation.
2. Openness.
 - Recognize that all staff members are legitimately concerned about all aspects of the magazine -- both content and process.
 - Proposed changes in magazine's content or process should be announced to the staff and discussed.
 - Make letters to the editor available to all staff.
3. Volunteer reporters -- a staff-based information system.
 - Reporter gathers and disseminates information on progress toward agreed-upon goals. Not intended to replace management's information system. (Example: reporting on progress toward hiring someone to categorize books.)
4. Problem resolution: Editorial and other.
 - Editorial judgment: Burden of proof on critic.
 - In disputes, staff members are encouraged to consult others on staff.

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5. Distribute work according to staff interest.
 - Adjust job descriptions of yet-to-be-hired editorial and secretarial staff members based on current staff interests.
6. Physics Today management should act in a way that leads staff to see them as their advocates rather than as the local representatives of higher management.
 - Advocates in editorial controversies.
 - Advocates in annual reviews.
7. Voluntary staff participation in hiring.
 - Participate in writing job advertisements.
 - Examine resumes.
 - Talk to candidates.
 - Offer recommendations.
8. Take affirmative action to increase diversity of Physics Today staff.
9. Allow staff to solicit outlines for articles.
10. No need for detailed schedules.

(Distribution: All PT staff and managers.)

5 November 1997

Marc,

Thank you for asking me to meet with you today about my statement to the Physics Today advisory committee that the magazine has failed to live up fully to its claim that it is an affirmative-action employer.

I am taking this opportunity to outline the history of the issue at the magazine and to discuss the important difference between equal opportunity and affirmative action.

At a November 1996 Physics Today meeting, some of us on the staff raised the issue of affirmative action and the lack of diversity at the magazine. Several weeks earlier, one of the Physics Today editors had submitted his resignation, thus presenting us with an immediate opportunity to work toward correcting the problem. At the meeting, I said I would help monitor the situation in the future, as did Jean Kumagai, who is the only minority among the 18 individuals who work at Physics Today.

On 14 April 1997 the Physics Today staff learned that out of the 85 applicants for the editorial opening at the magazine, three had been selected to come in for interviews -- all white males. Among the 85 applicants were a number of potentially qualified minorities and women. Jean and I argued that if Physics Today were truly committed to affirmative action, it would also bring in some of these applicants. That could have been done easily, but Charles Harris and Steve Benka refused, saying that it was not worth the delay of a week or so that it would cause. We felt that this revealed Physics Today's priorities (and AIP's, too, because Charles had told us that he had discussed the institute's affirmative action policy with Terri Braun after the November 1996 staff meeting), and that affirmative action clearly was low on the list.

The decisive factor turned out to be that while Charles believes in equal opportunity, he does not believe fully in affirmative action. He told me, for example, that he would not hire a minority who is qualified to do the job unless that individual was more qualified than all 84 of the other candidates. Such a policy can lead to an all-white staff even though many minorities are qualified to do the work. For reasons outside of our immediate control, qualified minorities are less likely to have credentials beyond those needed to do the work. Thus, the qualified minorities are passed over in favor of white applicants who have such superfluous credentials. The result is a staff that doesn't look like the population of people who are qualified to do the work. Thus the Physics Today staff does not look like the physics community, the journalism community, the Washington community or the nation as a whole. As long as Physics Today fails to embrace affirmative action, minorities will continue to be in the subset of applicants

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deemed qualified to do the job, but rarely among those actually hired. Thus "equal opportunity" amounts to a de facto "whites only" hiring policy at Physics Today. Historically, affirmative action was instituted to overcome this shortcoming of equal opportunity.

Charles also told me that staff diversity is of no value to the magazine -- except to make the office a more interesting place to work. Therefore the fact that a particular job candidate would contribute to the diversity of the staff counts for nothing, he said.

My own concern about affirmative action at Physics Today was heightened when AIP and the magazine relocated from New York City to College Park four years ago. To fill the editorial openings created by the move, the magazine hired three individuals, all white males -- Ray Ladbury, Denis Cioffi and Steve Benka. None of the three had any journalism experience, but the magazine was willing to train them. (One could view this as an affirmative action program for white males.) If the magazine is willing to hire and train potentially qualified whites, then why not do that for minorities, too?

The managers at Physics Today made two token gestures in response to the pressure that we applied: They told a few organizations of minority scientists about the job opening, and, after they filled the position with a white male, they phoned a few of the minorities whom they had judged to be "promising candidates."

Ever since my disagreement with Charles over affirmative action at Physics Today, he has treated me a little bit like an unwelcome troublemaker. You should be able to verify any point that I have made in this note without attributing it; by doing it that way, you can avoid exacerbating this problem.



Jeff

AMERICAN INSTITUTE OF PHYSICS

One Physics Ellipse
College Park, MD 20740-3843

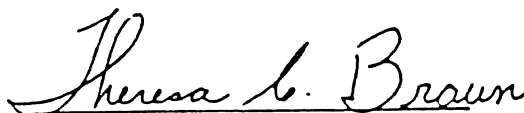
Tel. 301-209-3100
Fax 301-209-0843

1996 AFFIRMATIVE ACTION PROGRAM

FOR

AMERICAN INSTITUTE OF PHYSICS

Program completed by:

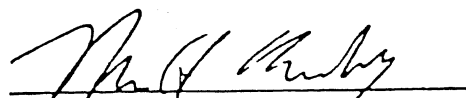


Theresa Braun
Director of Human Resources and
EEO Coordinator

Address:

One Physics Ellipse
College Park, MD 20740-3843

Program approved by:



Marc H. Brodsky
Executive Director/CEO

This Affirmative Action Program is effective from January 1, 1996 to December 31, 1996.

Member Societies:

The American Physical Society
Optical Society of America
Acoustical Society of America
The Society of Rheology
American Association of
Physics Teachers
American Crystallographic
Association
American Astronomical Society
American Association of
Physicists in Medicine
American Vacuum Society
American Geophysical Union

From: Susan Funk
 To: SBENKA, JBARKER, GCOLLINS, PELLIOT, TFEDER, CHARRI...
 Date: 18 Sep 1997 (Thu) 13:29
 Subject: Additional Agenda items...

I have been asked to e-mail this to all of you.

-- Susan

Here are some critical topics we would like to see on the agenda for next week's Content Retreat.

(1) Revised editorial structure: implementation of the long-deferred editorial board to increase staff's participation in editorial function and decision making.

While some may regard this as "process" and not a valid part of this "content" retreat, this step is essential for any meaningful changes in content to be successfully implemented. PT has a highly talented staff that is frustrated by the current structure, which prevents the staff from making a significant and ongoing contribution to enhancing the magazine's quality. Implementing the editorial board is the best way to make the magazine's content more timely, lively, and interdisciplinary.

All the editorial staff should be part of the editorial board.

(2) Revised outlook: an outlook that is more independent, more daring, more thought-provoking, more representative of diverse views in the physics community, more appealing to younger readers, more responsive overall not just to our current readers but to the additional readers we would like to have, more competitive.

(3) Added functions: to provide a forum for debate, to discuss openly issues relevant to the physics community (including controversial or contentious ones), to underscore the social context and relevance of physics.

(4) Added department: creation of "reader viewpoint" feature in which PT publishes reader responses to questions formulated by the staff.

How this would work: In one issue we publish the topic on which we want readers to give their opinions. In a later issue, we publish a representative sampling of those opinions. Such a feature would create a lot of reader interest and could play a valuable role in the society of physicists. Our topics and the subsequent opinions could become the talk of physics coffee rooms and pre-colloquium gatherings.

(5) Revised departments: discontinue reporting of awards and job changes.

The undersigned believe that it is essential that these topics be discussed at the content retreat.

Judy Barker, Graham P. Collins, Chas Day, Paul Elliott, Toni Feder, Jean Kumagai, Elliot Plotkin, Jeff Schmidt.

16 March 1998

Dear Graham,

At the Physics Today staff meeting on 3 March, the editor announced your upcoming departure and called it simply "the big news." We found that characterization offensively neutral. The resignation of a dedicated, long-time staff member is not just "news"; it is a huge loss for both the staff and the readers of the magazine, and it is a failure on the part of the magazine. We are extremely sorry you are leaving Physics Today.

The fact that those in charge are not encouraging you to reconsider is consistent with their behavior toward you over the months, and it leads us to believe that they are not 100% unhappy about your resignation. We think they are fully aware and appreciative of your extraordinary dedication and hard work. But we think they nevertheless have mixed feelings about your presence on the Physics Today staff because you have been an outspoken voice for change at the magazine. We share your frustration over management's continued resistance to badly needed improvements, and so we find your decision to resign quite understandable. Nevertheless, we are sorry to lose you.

Of course, driving away people who point out problems will make for a seemingly smoother operation. But such maintenance of appearances comes at a very high price, because problems that are not clearly exposed cannot be adequately addressed or corrected. We have all seen this in the grossly mismanaged effort to prepare the 50th anniversary issue of the magazine. After each of the many meetings that we have had on this special issue -- meetings at which staff suggestions have been routinely ignored and important decisions routinely deferred -- staff members have whispered to each other privately, in the strongest possible terms, about the absurd amount of time and money being wasted. Nearly everyone agrees that the effort is being grossly mismanaged, but because no one has felt safe enough to bring the matter out into the open at a meeting, there has been no real discussion of how the effort could be better organized and executed. And so after all this time the managers have done nothing to improve the way it is being managed.

During the past year, Physics Today management has moved toward a more repressive work environment and toward a love-it-or-leave-it policy. As you know all too well, there is now much less pretense that "improve it" is a realistic option. Management has become suspicious of anything that could lead to change, and they act against it no matter what the cost to morale or to the readers and the physics community. Take, for example, Steve Benka's recent order forbidding private conversations between staff members at work and declaring that all conversations between staff members must be open to management supervision. Although

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Charles Harris later told someone on the staff that this totalitarian measure would not be enforced, it has not been officially retracted, and so the chill remains.

Almost four months ago the Physics Today advisory committee warned that "PT could experience severe losses in its editorial staff if morale issues are not being addressed or are being addressed in a cursory manner. This issue needs continued and heightened attention from management." Physics Today management chose to ignore this warning, and now with your departure we are suffering the predicted consequence. (The magazine's loss of Susan Funk, who quietly cleaned out her desk on Friday 6 March and never came back, was also the result of frustration, we think, with the impediments to fashioning her editorial assistant position into something more than a dead-end job.)

Those in charge should not forget that Physics Today is a trust of the physics community. To needlessly lose dedicated and experienced staff members, especially those who make the extra effort to improve the magazine and the workplace, is to squander the physics community's valuable resources.

We hope some way will be found to keep you at Physics Today, although we realize that this is unlikely to happen. We have been fortunate to have you as a colleague, and we gained much from your honesty and insight. We hope you keep up the spirit in whatever you do.

September 2, 1998

Jeff,

Consistent with the performance plan laid out in your last review, you need to complete 8-9 more articles in this review period (by the end of January 1999).

Also, please remember that constructive, helpful, collegial behavior is expected of everyone, and disruptive behaviors cannot be tolerated. Your participation in yesterday's articles meeting was a good example of providing "helpful support to the overall editorial effort of the magazine." Keep it up.

consistent with your last review,

15 September 1998

To: Charles Harris and Steve Benka

From: Jeff Schmidt

Charles and Steve --

I would like to take a half-year unpaid sabbatical and then return to my job. The sabbatical would begin after I complete my work for the November 1998 issue, after I edit an article for an issue beyond November and once we have provided a means to cover my workload in my absence.

A handwritten signature in cursive script, appearing to read "Jeff", with a long diagonal line extending from the bottom left of the signature.

From: "Jeff Schmidt" <jschmidt@aip.acp.org>
To: ACP.ACPgate("bgl@worldnet.att.net")
Date: 7/16/98 2:27pm
Subject: Guilty -- but not as charged

Dear Barbara,

Many people have been asking me what response I got to my performance review appeal. So here's a summary.

As you recall, my appeal stated that compared to the previous review period, I did more work and more innovative work. Yet Physics Today publisher Charles Harris and editor Stephen Benka rated my job performance lower. (They lowered my rating from above average to average.)

As you also know, my appeal had two parts. The first part challenged the accuracy of what the managers wrote about my job performance. It argued that what they wrote ranged from grossly understated praise to completely contrived examples of deficient work. I refuted the allegations and falsehoods point by point, drawing on the written record of what had happened. The second part of my appeal offered an obvious explanation for the unfair assessment: It was a response to my speaking out about staff concerns and working with other staff members to address those concerns.

I submitted my appeal to Jim Stith (Harris's supervisor) and Terri Braun (American Institute of Physics Director of Human Resources). For two months I heard nothing. Then, just recently, Stith met with me to convey AIP's decision. Our two-hour meeting focused on both the performance review and my severe written criticisms of it.

Stith did not defend the performance review's faint praise or its negative statements about me. Nor did he take issue with my detailed claim that the review makes many false statements about me. Nevertheless, Stith told me that he had decided to leave all of these statements on my performance review (and thus in my permanent personnel record) without making any changes at all. He explained that he had talked to Harris and Benka, and they had told him other things about me, things not mentioned in the written review, and these things justified the lowering of my job performance rating. I asked him what these things were, but he declined to say. I pressed him hard to tell me, of course, but he refused to do so, saying that he didn't want to get into the details. "So you found me 'Guilty -- but not as charged,' and you won't tell me the real charges," I said to Stith. "This is Kafkaesque." He did not respond.

Although Stith refused to reveal any specific examples of my supposedly

deficient job performance, he did identify my problematic work in general terms. And the problem was clearly my organizing activity, just as I had claimed in my appeal. Stith told me that when you do things that your supervisors would be happier that you not do, then you have to be willing to pay the penalty, even if what you do is right. I disagreed, of course. He told me that for a time in his younger days he challenged the status quo. He said that even after the status quo yielded to change, he still had to pay a price for his actions, implying that paying such a price was right.

I told Stith that I expect him to make sure that people are not punished for doing the right thing. But he made it clear that he will not play that appellate role at AIP. He is evidently willing to back other managers even at the expense of justice. This continues the recently imposed love-it-or-leave-it policy at Physics Today, which has cost us three coworkers in the last few months and will continue to drive away talent until it is lifted. Finally, Stith offered a simple formula for professional success at Physics Today. Each member of the Physics Today staff should work hard to figure out what Benka wants, and then do that, he advised.

As you can see, my appeal of the statements made about me on my performance review has not yet been handled adequately. The next step will depend on suggestions that I get from you and other coworkers.

Jeff

CC: ACP.AIP(jschmidt)

To: Jim Stith
From: Steve Benka

11-15 June 1998

This is my response to those parts of Jeff Schmidt's memo of 27 April 1998 that are aimed primarily at me, or that I feel very strongly about. The numbered paragraphs correspond to the circled numbers in the attached copy of the memo.

(1) Jeff and I had both agreed to at least one change in our initial discussion of the review. We agreed to change "imminent fatherhood" to "cancelled paternity leave." His allegation is unfounded. I am still open to making other changes, but many of his other requested changes would be inaccurate.

(2) The first I had heard of Jeff being engaged in any "organizing activity" was from Jeff, in our discussion of his performance review. His claim that the review is punitive for such activities, of which I was unaware, is unfounded. That is not to say that I was unaware of his influence over others on the staff, but that is a long way from "organizing activity" and I for one never made that leap, nor did it ever occur to me to make such a leap. When he first mentioned it to me, my first words were, "What organizing activity?" Both Toni Feder and Paul Elliott deny that there was any "organized activity."

(3) I am always open to discussion about reviews, and to making warranted changes as a result. Jeff knows this full well from his previous reviews. As noted above in (1), at least one change had already been agreed to before discussions ended.

(4) Jeff's timeliness is excellent. Adopting Jeff's wording, however, would misrepresent his work. The statement in the review is both positive and accurate. The Mourou article (1/98) closed on day "zero," whereas articles are scheduled to close no later than day "minus one." The Libicki article (9/97) closed on the map day, day "minus nine," indicating that it was ready very early. I'll be happy to note that in the review.

(5) Jeff did at best the same amount of work as last year. By his own counting, he did significantly less. See (8) below.

(6) It's not clear what Jeff's accusation is here. He seems to think that getting the next magazine out should not be a top priority. It is. Working ahead is also a high priority, as I've repeatedly made very clear to all members of the staff, starting with my very first staff meeting in 1994. Jeff seems to be complaining about being given the freedom to do that, while at the same time boasting about having invented the concept and somehow manufactured the necessary freedom. This whole paragraph is confusing, but it leaves the impression that the entire magazine exists to serve his needs..

(7) Jeff's memo is a red herring, as my reply to it made clear. He makes no mention of the fact that he had asked for paternity leave and requested that he be divested of all articles. I accommodated his request. After we had made the necessary internal adjustments to keep the article pipeline flowing, he changed his mind, cancelled his request for paternity leave and insisted

on being given ready-to-edit articles so he could meet his production goal.

[My interpretation of his memo (and general attitude), both then and now, is that Jeff is attempting to transfer the responsibility for any and all problems (real or imagined) to management. I believe his basic premise is that employees are virtually flawless while managers are so flawed as to have no hope for redemption.]

(8) The adjustment to Jeff's job description was intended as a (largely artificial) way to arrive at the "mutually acceptable state of affairs" I had mentioned in my reply to his memo of 8/18/97. The idea, as I had made clear to him, was to reduce his production goal to one that he could meet, following the foundered paternity leave request. Even so, he came up short. I feel it is fair to include his work on Goldstein, which was completed during this review period, but not published. In addition, although Jeff had at one time indicated it could easily run as a single, long article, we ultimately decided to split it in two --- and I gave him credit for two in his performance review. Thus, in my view, Jeff met his reduced production goal. [By his own count, however, he came up two articles short and should therefore have his rating lowered from 3.0 to 2.0 or 2.5. I am opposed to that.]

(9) The (personal) reason given was correct. His request for paternity leave is easily verified with Human Resources: Susan Funk had looked into getting the needed paperwork done.

(10) There was nothing "secret" about my actions. Jeff was not in the office, so I left my draft of his new job description in his mailbox. When he returned, he asked for and received a note saying that this job description would go into effect immediately. He certainly didn't register any complaint about "secret alterations."

(11) I didn't respond to Jeff's memo of 9/2/97 because I saw it simply as an attempt to bait me. His version is that my lack of response means I don't dispute its contents, whereas in fact I found it (then and now) to be false and misleading, and only worth taking time out from the magazine's business if so advised or directed. Charles advised me not to reply and I happily agreed.

(12) Jeff did a good job on the Parsegian article, which filled a hole in the editorial calendar (not in the magazine). That is, there was a minor crisis when the article on biological physics that I had targeted for that issue (in order to fulfill the editorial calendar) needed to be postponed one month. [It's not a disaster if we fail to meet the editorial calendar (though Advertising doesn't like that); we just put a different article in the magazine and point out the disclaimer in the Media Kit.] I would be happy to mention Jeff's good work in his review, though I won't inflate it quite as much as he does.

(13) Jeff is correct that the list of articles he turned down could appear elsewhere. I put it where it is as evidence that he could have met his performance goal had he so chosen. It can also go under Major Responsibility 3, as evidence that he does not support the overall editorial effort of PT. I would be happy to move it there.

(14) The Mourou article would not have been excellent, it would have been wrong. Jeff had made several errors of notation (using lambda instead of gamma) and of physics (incorrect

expression for relativistic mass) that no proofreader would have caught.

(15) The issue is not advice, but supporting the editorial effort of PT. Throughout the year (and in fact for many years) Jeff has agitated the staff and sowed discontent and poor morale without cause. He had gotten so out of hand that he was reprimanded on 10/1/97. That reprimand was later rescinded (on 12/2/97) with the understanding that we would all behave ourselves. Within a week or two of then, however (the date is uncertain as I failed to write it on the documentation), Jeff had roused Warren Kornberg to anger with false charges against me. That incident could surely be noted on his review. A second example is typical: On 11/26/97 he asked Susan Funk to do some of his clerical work, though he knew that wasn't her job and that I had repeatedly asked him to do such work himself. A short time later Jeff put a note (enclosed) in my mailbox. Susan came to me and was very upset that she had to do his work. In my opinion, Jeff's actions in this instance (and in many others) are aimed at supporting Jeff, not the editorial effort of PT.

(16) It is true that I told Jeff he needed to do more. He said he wanted to grow in other directions at the magazine, such as reporting. I said that would not happen while I was the Editor. I reminded him that he had gone digging for information on the Physics department at the University of Maryland, and that that unauthorized "reporting" had nearly caused a deep rift between PT and that department. See my memo to Marc Brodsky.

(17) Jeff is mistaken that others haven't been asked to step up their workloads, and did so. For example, in 1995 Bert Schwarzschild was asked to increase the number of Search stories and edited articles that he produced, and he did so. Together with the number of stories and articles he pursues that don't check out (a common occurrence), Bert is fully engaged, or very nearly so. Jeff, who is not asked to check out stories or potential articles, in my opinion is not fully engaged.

(18) This is gross misrepresentation of what happened. As noted above in (2), I had no knowledge of "organizing activities." What I indicated would not be tolerated is disruptive and counterproductive behavior. This is typical of Jeff, putting his words into someone else's mouth, then accusing that person of saying those words. It was my opinion during that discussion with Jeff (and remains my opinion) that his claim of "organizing activities" is little more than a smoke screen to protect himself.

(19) I have no idea what Jeff is talking about here. I have no knowledge of any grievances of Charles Harris or Marc Brodsky that the performance attempted to "redress."

(20) Jeff's assertion that affirmative action turned management against him is without foundation. At the 1996 retreat, I scheduled this topic high on the agenda because, as I told the staff, I thought it was a "no brainer." Subsequently, I happily and willingly took steps, unprecedented at PT, to pursue affirmative action. See my email to Melinda Underwood and Jean Kumagai's supportive response after I informed the staff of what I had done. I don't understand Jeff's allegation.

(21) I made no such statement. My account of the events, written over that evening and the next day, is attached.

(22) This is a matter for next year's review, but notes and documentation are available.

Concluding thoughts:

This document and assembled package of materials has taken an enormous amount of my time and energy, time and energy much better devoted to the magazine and to my family. Others' time and energy has also been usurped.

In my opinion, Jeff's "response" to his performance review is a mixture of fabrication, wishful thinking, and manipulative misrepresentations. In my opinion, it was deliberately calculated to cause as much mischief as possible for management, not just of PT but for all of AIP, while keeping himself as protected as possible.

I now know that Jeff surreptitiously distributed his highly inflammatory "response" to at least two members of the PT staff (one of whom, Barbara, told Jeff she didn't want it but he sent it anyway). Probably more than two received it. In my opinion, that was a deliberately malicious act, targeted at management, with no possible constructive goal. In my opinion, that action alone is grounds for termination with cause. At the very least, I believe Jeff should be reprimanded and that the reprimand not be rescinded.

I can handle the pressures of the Editor's seat. I find it very difficult, however, to pretend that Jeff is a constructive, helpful member of the PT staff.

27 April 1998

To: Theresa Braun, Director of Human Resources, and James Stith, Director of Physics Programs, American Institute of Physics

From: Jeff Schmidt, Senior Associate Editor, Physics Today

Subject: My 1998 performance review

① I am writing to ask that my 1998 performance review be redone. Physics Today editor Stephen Benka wrote the review under the direction of Physics Today publisher Charles Harris. I discussed the review with Benka, who, after consulting with Harris, refused to make any of the revisions that I requested. Therefore I am appealing to you to produce a new review.

The review was not conducted in accord with American Institute of Physics policy or procedures, and the result is not a fair assessment of my work as a feature articles editor at AIP's Physics Today magazine. I am asking you to produce a new review not just in the interest of accuracy, but also as a necessary affirmation that in the future the American Institute of Physics will treat its employees fairly.

The review lowers my performance rating from last year's "4" ("Exceeds Job Requirements") to a "3" ("Meets Job Requirements") even though this year I did more work and more innovative work. Producing feature articles for the monthly magazine is a team effort, and I think that the many staff members with whom I work will testify that my work is better than average.

② The biased review that I received is punishment for my organizing activity at the magazine. It is one of a number of recent reprisals for -- and moves to stop -- such activity, in which I have played a leading role in the interest of both the magazine's staff and the physics community. The central retaliatory feature of the review is that it makes what it admits are "new demands," which amount to a sharp increase in my workload.

③ I have had 17 performance reviews since I began working at Physics Today in March 1981, but until now I have never needed to write a response to one. This time, however, not only is the review inaccurate, but my supervisor, editor Benka, presented it to me with the attitude that performance reviews at AIP are not done with employees, but are done to them. This violates both the letter and the spirit of AIP policy. He acted as if he were not permitted to change the review in any significant way, and so his discussion of its contents was only pro forma.

In this memo I will first describe some of the ways in which the review is inaccurate, and then ~~I will explain how~~

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it is a reprisal for my organizing activity and part of a series of recent attempts to stop me from engaging in any further collective activity at the magazine.

Review inaccurate

I will go over every sentence of the performance review and show how the review plays down or completely leaves out my accomplishments while contriving deficiencies and playing them up. The review has four sections: three sections focusing on my major areas of work responsibility and one section of additional comments.

Article editing

(4) Concerning my article editing work, the review states that "Jeff's articles are generally ready on time and are often early." This plays down my accomplishments and does so deliberately, because management keeps records of deadlines and work-completion dates and is fully aware of what I have done in this regard. The words "generally ready on time" must be changed, because my articles were always ready on time and never delayed an issue of the magazine. And the words "often early" must also be changed, because my articles were almost always early and were often very early.

This is not to say that management can reasonably hold me responsible for the final completion dates of the articles that I work on. They cannot, because the publication process depends upon the work of the magazine's editor and many coworkers, over whom I have no authority. What my review should note is that I always did my part as fast or faster than can reasonably be expected, and certainly much faster than average. At one point during the year, for example, I had two feature articles ready to go to the printer more than a month before the deadline (discussed further in the following two paragraphs). As far as anyone can remember, this had never been accomplished before at Physics Today. My articles came close to the deadline only when the editor failed to meet his deadline for obtaining the articles and giving them to me to edit. I ask that you rewrite this part of my performance review and increase the numerical rating to reflect the resulting more accurate appraisal. I am asking you to do this not just to make my review more accurate, but also to assert that it is not AIP policy to begrudge an employee praise when it is due, even if AIP has a grudge against that employee.

On the issue of deadlines, I would like AIP to use its own performance as the standard for comparison. AIP gave me my performance review more than five weeks late, missing its mid-February deadline and then not even completing the review by the middle of the following month. Benka dated my review 12 March, signed it on 23 March and gave it to me on 24 March.

⑤ One big reason that I did more work this year than last year was because management stated that it wanted the magazine to have a backlog of feature articles that were edited and completely ready to be sent to the printer. I supported this goal and produced such articles, but this unprecedented accomplishment is not mentioned in my performance review. Management is fully aware of my accomplishment, as evidenced by the fact that they praised it at a staff meeting.

⑥ Working way ahead of the deadline has the potential advantage of avoiding some major inefficiencies (described in the following paragraph), but doing so turned out to involve extra work, because although management asked for and praised the result, they did not support the effort while it was underway. It was left to me to bring about the changes in the workplace necessary to work ahead. The editor consistently maintained a crisis mentality, always giving priority to work for the next issue -- which he always worried would be late -- over work for future issues. Because the work of most employees on a forthcoming issue doesn't end until around the time that the issue goes to press, the editor, with his crisis priorities, never deemed it reasonable to work on later issues. I was able to accomplish management's goal of completing work ahead of schedule only by working directly with the staff team that actually does the work (Rita Wehrenberg, editorial assistance; Paul Elliott, copy editing; Elliot Plotkin, art work; Judy Barker, proof reading; Carol Lucas, photo permissions), and carefully avoiding coming to the overly insecure editor with questions of work priority. I ask you to add this accomplishment to my performance review and raise the numerical rating to reflect the resulting less biased appraisal. I ask you to do this not only to make my performance review more accurate, but also as a way of saying that AIP does not condone biased appraisals of employees.

⑤ Another big reason I did more work this year was the inefficiency caused by the magazine's periodic exhaustion of its supply of feature article manuscripts that are ready to edit for publication. It is Benka's responsibility to obtain articles for the magazine. The shortage of articles resulted in a very uneven work flow and forced me to edit some articles close to the deadline, which often meant editing in parallel with the author's making revisions. It is easy for the editor to say "just work in parallel," but such work often necessitates reediting material that the author changes and discarding edited material that the author removes, and a host of other problems. The shortage of articles led me to write to the editor in the middle of the year asking for more work. (See attached memo of 18 August 1997.)

⑦

The numbers given in the performance review are all wrong. The review says that this year I "was asked to produce 16-18 articles." In fact, the agreed upon rate was initially 16 per year, not "16-18," the precise meaning of which is not at all clear since there presumably is no upper limit. Benka and I later in the year agreed to reduce the annual rate to 14 and increase the amount of work that I do in areas other than editing, yet the number "14" never appears in my performance review. I ask you to correct this.

8 As far as the article editing part of my job goes, my production rate is supposed to be measured by the number of articles published in the magazine in the issues March 1997 through February 1998, as is written at the top of the review form. During that year I edited 13 articles (Mahan, Ferguson, Crabtree, Crowley, North, Parsegian/Austin, Harris, Soulen, Libicki, Perl, Ross, Riordan, Mourou), one of which (the Parsegian and Austin combination article) should count as more than one because making it happen involved a lot of extra work. (More about that article below.) Although this is less than the agreed upon goal, it should be deemed acceptable because of the shortage of articles (AIP should not hold employees responsible for doing work that is not available to do) and because of the extra work caused by that shortage and by management's lack of support for working ahead. Please correct the accounting in this part of the review.

9 The review gives an incorrect reason (a personal reason) for the mid-year change in my job description. The reduction in my article editing goal from 16 to 14, and the corresponding increase in my work following up with authors on articles that have been solicited, was prompted by the magazine's shortage of articles. On 18 August 1997 I gave Benka a note (attached) asking for more articles to edit. On 19 August 1997 he answered with a very defensive note (attached) blaming me in part for the magazine's shortage of articles and at the same time denying that there was any such shortage. He claimed that I was in part to blame, because following up on solicited articles was part of my job. On the same day (19 August 1997) Benka secretly altered my job description, adding truth to his claim that solicitation follow-up was a significant part of my job. When I discovered the change, he and I discussed it and I agreed to make solicitation follow-up a bigger part of my job. I asked him to write me a note saying that my job description had been changed (see 25 August 1997 note from Benka, attached).

10 The change in my job description, while made official in the middle of the year, should be considered retroactive to the beginning of the year, because the problem it addressed was long-standing and I had long before addressed it on my own: The shortage of articles to edit had already

led me to shift some of my work from editing to solicitation follow-up. Solicitation follow-up is an area in which I make valuable contributions to the magazine. This often time-consuming work includes giving feedback to authors and working closely with them to develop greatly improved articles for the magazine.

(11) Finally, on 2 September 1997 I gave Benka a note (attached) explaining that solicitation follow-up was not the weak link in the magazine's feature article operation. That note, the contents of which Benka never disputed, is an important part of this appeal about my performance review, and as such, I ask you to read it. Please remove from my performance review the incorrect reason given for the change in my job description, and add a statement concerning the magazine's shortage of articles, because it played a crucial role in my work last year.

My work on the Parsegian/Austin combination article is one of many examples of how my performance review leaves out major contributions that I have made to the magazine (while carefully including minor, largely contrived, deficiencies). Physics Today was planning to publish in its July 1997 issue a manuscript by V. Adrian Parsegian of the National Institutes of Health, but the article received a highly negative appraisal from the magazine's external reviewer, Robert H. Austin of Princeton University. This caused a crisis, because the magazine had no article to substitute -- having completely run out of articles -- and because there was no time for Parsegian to make the extensive revisions that were called for by the reviewer.

(12) Based on the nature of Parsegian's article, the nature of Austin's review and my confidence in the critical abilities of the magazine's readers, I suggested a solution: Publish the article and the review. This was unprecedented at Physics Today, but the editor followed my advice, in part because no other solution was apparent. I edited the combination article and review and handled the delicate and protracted negotiations between Parsegian and Austin, who did not trust each other. The solution was innovative, the result was outstanding and the magazine survived a crisis without damage. In fact, the result was better than it would have been had there been no crisis, because the crisis allowed the magazine to break with tradition. Yet the managers, who seem this year to have developed photographic memories for negative things (real or contrived), have completely forgotten about my special contribution to the magazine during the Parsegian crisis. I ask that my work on the Parsegian/Austin article be described on my annual review, as an example of my valuable advice and above-average work. And I ask that my numerical rating be raised to reflect the new, unbiased text.

You might think it strange that even though the review states that I edited enough articles during the year, it

(13) lists the names of some articles that I didn't edit -- articles that were never assigned to me and that I was not expected to edit. That list appears on my performance review as a defensive measure by the editor -- to bolster his claim that under his editorship the magazine does not experience shortages of articles. Soliciting a sufficient number of articles for the magazine is the editor's job, and so the appropriate home for arguments that he has succeeded is the "Employee's Comments" section of his own performance review. Please remove the sentence and its negative connotation from my performance review. (For a discussion of how the list is not even what it claims to be, see the fourth paragraph of my memo of 2 September 1997.) Such lists do not appear on the performance reviews of other employees. The performance reviews of Physics Today news writers, for example, do not contain lists of the countless news stories that they could have written but didn't.

The review lists three articles that I edited (Perl, Crabtree/Nelson, Mourou) and claims that the quality of my work varied. In fact, because of my own standards I do a quality job on everything I do. There is, of course, no objective measure of the quality of editorial work. Articles are inherently different and hold a different appeal to different readers. In my performance review the editor implies that praise from authors is one measure, but he fails to note that we received praise from the authors of all three articles. Martin Perl, winner of the 1995 Nobel Prize in Physics, wrote to me and said "Thank you for changing my ugly duckling of a manuscript into a beautiful swan. You have done a wonderful job." I have attached a copy of his note along with a note from George Crabtree of Argonne National Laboratory praising our efficiency, competence and high production standards; Mourou delivered his praise in a telephone call.

(14) It is true that the changes that Benka mentions making in the Mourou article were improvements that other staff members or the author might not have made at one of the later stages in the processing of the article. However, it is wrong to use this as the sole factor in judging the quality of work on the entire article, which would have been excellent even without Benka's improvements. And it is even more wrong to use it to judge an employee's entire year of work. Stephen Benka knows this. He knows, for example, that AIP management will not judge all of his excellent work on the Mourou article solely by the fact that he tried to introduce a mistake in the article's opening paragraph -- where he crossed out "30 angstroms" and wrote in "300 nm" and had to be corrected by the Article Editor. And he knows that his supervisors certainly will not judge his entire year of work in part by this mistake. He would see mentioning it on his annual performance review as petty, mean-spirited and sure to make team work impossible because it would give the impression that no error is too small for

the people that he works with to silently note and use against him months later. Please remove from my performance review the entire subjective sentence about the three articles.

Solicitation follow-up

Concerning my solicitation follow-up work, the performance review understates the quality of my work and rates me only slightly above average. The only activity mentioned is that I "regularly nudged authors and reviewers whose items were pending." This is actually the smallest part of solicitation follow-up work. The biggest part, at least for the articles that I work on, is giving detailed feedback to the author and working with the author to develop a much better article. I often go way beyond the call of duty, taking extra time to work closely with authors to improve the final result. I am prepared to supply written evidence showing that my work in this area is exemplary. Please change the review so that it more accurately portrays my work in this area, and raise the numerical rating from the present stingy "3.5."

Advice

15 Concerning the advice that I offer on editorial and other matters, my supervisors have suddenly (that is, within this review period) started looking for ways to prove that the advice I offer is bad. Coming up empty-handed, they have contrived two examples, one of which is a new, negative interpretation of advice I gave in an earlier review period. My 1998 performance review says, "Jeff's reviews of manuscripts have been completed more promptly than in the past, although they were somewhat less helpful." It is simply not true that my advice was less helpful this year. My comments on manuscripts often went beyond the minimum requirements and spelled out in detail what should be done to produce a publishable article.

As evidence that my advice is less helpful, the performance review gives only the following example, which is presumably my most deficient piece of work in this area for the entire year: "In his review of one Letter to the Editor, for example, he showed questionable judgement in his assessment of the physics competence of the authors of the Hubble Deep Field article (April '97)." There is absolutely no truth to this charge; its only value is that it reveals the bias of those who made it. I demand that my work on this letter be evaluated by an unbiased individual. James Stith, I would like you to be that individual, not because it is your job to handle appeals from Physics Today, but because your long-standing interest and expertise in physics education qualifies you to evaluate my work on this letter. All work on the letter was done in writing, and so you have a 100% complete record to review (attached). I challenge

you to find anything in my work on the letter for which I should be punished.

Here is a five-step summary of the facts of the case:

1. I edited an article by Henry Ferguson and two coauthors for the April 1997 issue of Physics Today.

2. Robert Weinstock, an emeritus professor of physics at Oberlin College, submitted a letter to the editor saying that he didn't understand how astronomers could look back more than half the age of the universe, as a photo caption in the article said. "This claim seems strange to me," wrote Weinstock, "for radiation emitted so long ago must have had its source so close to Earth at the moment of emission -- according to the generally assumed big-bang origin of the currently expanding universe -- that it would have reached Earth [long ago]." He ended his letter by saying that "If there is something wrong with my analysis, I shall be grateful to have it explained to me."

3. I thought Weinstock asked an intriguing question and that many of our readers would also be grateful for an explanation (and would value a magazine that gave them such explanations). Here, in its entirety, is my review of the letter: "I think a lot of our readers would appreciate an answer to the question that Weinstock raises. I suggest that we publish a shortened letter (see enclosed edited version) along with an answer from Ferguson." (The parenthetical words were part of my review.)

4. To my disappointment, the response from Ferguson and his coauthors was based completely on equations, with no explanation of what was going on. I wanted a physical explanation, not a mathematical one. So I recommended that we ask Ferguson & Co. for something very simple. Of course, as good science writers and teachers know, an explanation that is simple and without equations is sometimes much more difficult to produce. Sometimes when scientists don't have a Feynman-style intuitive understanding of a particular issue, they take refuge in equations. That is, sometimes authors don't understand the physics of every item that they report in their articles. I have encountered this countless times over the years while questioning authors so that I could clarify something in their articles. Sometimes they say: I don't know, my coauthor wrote that part of the article. Or they say: I don't know, I got that from So and So's paper in such and such journal. So in my review of Ferguson's letter I warned that this was one possible reason why we got only equations. I figured that if we were aware of this possibility, then we wouldn't go back to the authors again and again in a futile effort to get something that they were not prepared to supply. Here, in its entirety, is my review of Ferguson's letter: "Weinstock's question should get a physical explanation as an answer, not a

mathematical one like this. I say drop the mathematical one, don't just add the physical one to it. Perhaps ask Ferguson & Co. to write what they would say to a high-school student (or radio audience) who noticed this seeming contradiction. One possible reason that Fergie & Co. answered as they did is that they don't really understand the physics."

5. Benka rejected my suggestion that we ask Ferguson for a simple answer, and, ironically, punished me seven months later for not being fully confident that Ferguson could have provided such an answer. Because my advice was rejected, Physics Today readers ended up seeing no question from Weinstock and no answer from Ferguson.

You can see clearly now that while my performance review says, "he showed questionable judgement in his assessment of the physics competence of the authors," I in fact never made any assessment of the physics competence of the authors, positive or negative. Even if I had made such an assessment, the Physics Today managers did not and cannot accurately claim that the advice it led me to give was anything less than excellent. Their relentless search to find fault with my work, and their twisted and biased evaluations of my work when it contains no real fault, raise serious questions about their professionalism as managers and certainly disqualify them from judging my performance. If you judge that I did good work on the letter, as I claim, then I ask that my performance review mention that work as an example of my routine interest in serving the magazine's readers, and that the numerical rating on my review be raised to reflect the new, unbiased assessment. I ask AIP to make these adjustments not just to make my performance review more accurate, but more importantly as an urgently needed announcement that AIP will no longer use performance reviews to punish employees who raise troubling workplace issues.

As with every other part of my performance review, Benka refused to make any changes in this part of the review when I pointed out its inaccuracy. I asked him if he had any other examples of my supposedly bad judgment. All he could think of was something from an earlier review period: my suggestion that Physics Today try to get G. Pascal Zachary to write an article about Vannevar Bush. Zachary is a journalist -- one of the best in the country, I think -- as well as a history of science scholar. I had learned that he was writing the first ever biography of Bush, who was the first presidential science advisor and an individual who played a key role in shaping the federal science policy that prevailed for decades after World War II. After I proposed this article at a staff meeting, Physics Today publisher Charles Harris spoke about it with AIP history division postdoc Joél Genuth, a friend of Harris's at the time. I spoke with Genuth, too. Genuth advised against the article,

because Zachary was not a mainstream thinker -- quickly adding that he (Genuth) was "no slouch" and could write the article for Physics Today. At a subsequent staff meeting, I reported positive evaluations of my proposal from more established science historians and argued that our readers could handle Zachary's point of view. But Harris stuck with Genuth's review, and so that was the end of my proposal.

Now, more than a year later, during the discussion of my 1998 annual review, Benka has put a new, totally negative spin on my work on the Zachary proposal. To my surprise, when he mentioned my judgment in the Zachary case, Benka showed no sign of embarrassment, apparently completely unaware that Zachary's book was recently published to widespread praise and attention. The vast majority of books are not reviewed anywhere, but Zachary's Endless Frontier: Vannevar Bush, Engineer of the American Century (The Free Press, 1997) was both widely and positively reviewed by well-respected experts writing in major publications. (Please read the attached reviews.) Apparently, the official Physics Today line now is that Zachary managed to hoodwink major American publications and experts -- but not Physics Today. Again, because my advice was not followed, Physics Today readers missed out on what surely would have been an interesting article. Yet I am the one whose judgment is being questioned -- for reasons that I will explain below.

I ask that my performance review be corrected so that my judgment, and its value to the magazine, is discussed positively rather than negatively. I would like my work on the Zachary proposal to be mentioned as an example of the fact that I offer ideas of merit even though I am not expected to be a major source of article or story ideas. I ask that the numerical rating be raised to reflect the new positive evaluation, and that the rating be above average to reflect the fact that I offer more than the required advice. I request that AIP make this change not just to make my performance review more honest, but more importantly as an implied announcement that AIP will no longer prejudice performance reviews against employees who raise awkward workplace issues.

Additional comments

In the handbook that is given to all employees, the American Institute of Physics promises that the annual performance review will feature a discussion of "mutual goals." (Employee Handbook, page 18.) Without explanation, this year Benka followed neither the letter nor the spirit of this policy, and didn't even pretend to be interested in what direction I might want to go in my work at AIP. The discussion was unlike anything I have experienced in previous years. He simply announced a big change in my job description -- an increase in my workload by as much as

three months' worth of work per year -- and discussed it as if he were giving orders to a machine. Over the years my job description has changed many times (the most recent change being on 25 August 1997), but never by unilateral management dictate, without discussion and mutual agreement. For reasons that I will explain below, I think this change, and its unilateral imposition in violation of American Institute of Physics policy and usual practice, is punitive.

The written review accurately calls the change "new demands." But it inaccurately implies that other Physics Today staff members are meeting such new demands. My coworkers have experienced no such major increases in their workloads either voluntarily or by management order (except in one or two cases in which individuals have voluntarily renegotiated their job descriptions, job titles and salaries). My coworkers and I work hard and cannot reasonably be expected to take on additional work. Among my coworkers who have not stepped up their workloads are Gloria Lubkin, Barbara Levi, Bert Schwarzschild, Charles Day, Irwin Goodwin, Carol Lucas, Toni Feder, Jean Kumagai and Warren Kornberg.

(17) The 25 August 1997 agreed-upon change in my job description reduced my article editing work to 70% of my time (14 articles per year) so that I could increase my work in other areas, which I have done. Now, just a few months later, AIP is using my performance review to arbitrarily increase my annual article editing load to 18 -- a 28 percent jump. The performance review also changes my job description to add a significant load of clerical work (keyboarding) to my job for the first time in my 17 years at the magazine. Other editors who work better on paper (for example, the book review editor and the copy editor) are not being told to change the way they work or to take on the associated clerical work. This clerical work, which includes keyboarding the dozens of changes made by the copy editor, could take as much as a few days per month, depending upon the article. It would lower the overall efficiency of work at the magazine, because the time spent on clerical work would, of course, reduce the time available to do other work such as article editing and article solicitation; instead of paying \$15/hour for clerical work, AIP would pay \$30/hour. Like many people, I do better work on paper than on a computer screen (and a long-standing back problem precludes long sessions sitting in front of the screen anyway). I ask that support staff be made available once again. Even if management had a valid reason for adding clerical work to my job, that reason cannot be a new one. What is new is that, for reasons discussed below, management has suddenly gotten "on my case" and is taking a hard-line on every issue.

In Benka's pro forma discussion with me about my performance review, he never asked about the direction in

the staff -- in particular, with those staff members whom Harris has identified as ringleaders. (Harris's ringleader theory insults the staff, because it implies that staff grievances arise not because of real problems in the workplace, but because an evil few have corrupted the minds of happy but gullible staff members and led them astray like children.)

In this memo I will be open about my organizing activities at Physics Today, because the problems at the magazine call for an organized response and because the physics community strongly supports physicists' right to organize without fear of reprisal. The latter point is evidenced, for example, in the community's many years of support for Soviet physicists who were punished for organizing, and in its concern today for physicists in other countries who face similar repression. In any case, freedom to address workplace problems is a necessary component of a truly democratic society.

Management is attempting in two ways to prevent the Physics Today staff from pursuing collective grievances -- by punishing those who speak out the most and by maintaining an increasingly repressive workplace atmosphere. My lower performance rating and subjection to an arbitrarily revised job description that makes "new demands" are punishments for taking up staff grievances. What follows is a discussion of a few of the collective staff activities in which I played a leading role and for which management criticizes me. Included is a discussion of some of the repressive measures that management has taken in response to those activities. The discussion should make it clear that my review is only one part of a series of recent attempts to stop me from promoting or engaging in any concerted staff activity.

1996 retreat

During the discussion of my performance review, Benka criticized me for my activities around the 19-20 November 1996 Physics Today retreat. Before that two-day meeting, I and some coworkers (names withheld) developed and distributed to the entire staff a list of changes that we wanted made at the workplace. We presented these requests in the form of a proposed agenda for the retreat. Fearing reprisals for making requests that might not please management, we did not disclose our names. However, the fact that I played a leading role was known to all. Job security was our highest priority, and so our demand for that topped our list. (See item 1 in attached document of 15 November 1996.) Other requests included staff involvement in workplace dispute resolution (item 4), better distribution of job tasks (item 5), affirmative action in hiring (item 8), and conditions of employment appropriate for professionals (the other items).

Salary equity

I worked with other staff members to demand pay equity at Physics Today. On behalf of those of us who were pushing for this, I told the Physics Today advisory committee at their 4 October 1996 meeting that the large salary differentials among the staff were not only unfair, but also divisive and bad for morale and productivity. I raised the issue at various staff meetings as well. Management was not pleased by the pressure we applied, in part because it forced them to give a staff member (name withheld) a special 25% salary increase, beginning on 1 June 1997.

Affirmative action

2c Management's anger at me increased dramatically, and never subsided, when I worked with Jean Kumagai and other staff members (names withheld) to assert the need for equal opportunity and affirmative action in hiring at Physics Today. We raised the issue when Ray Ladbury left the magazine, creating an opening on the editorial staff. (His replacement, Charles Day, started work on 2 June 1997.) I spoke out strongly on the equal opportunity and affirmative action issue, because Jean and I and the others didn't think Physics Today or AIP management took it seriously. Our concerns were largely ignored, and so, later in the year, we decided to bring the problem to the attention of the Physics Today advisory committee at its annual meeting, held 17 October 1997. On behalf of the concerned staff members (names withheld), I brought the matter to the committee's attention.

One week later, on 24 October 1997, American Institute of Physics Executive Director/CEO Marc Brodsky called me and said that I had made "a very, very serious charge." (Detailed notes available.) He directed me to meet with him and defend my charge, and I did so on 5 November 1997. At that meeting I gave Brodsky a note summarizing the important points. Rather than repeat those points here, I am attaching a copy of the note. (See note of 5 November 1997.) That note is an important part of this appeal about my performance review, and so I ask that you read it.

At my meeting with Brodsky I also pointed out that AIP had failed to conduct the affirmative action training that it promised to conduct in its 284-page "1996 Affirmative Action Program for American Institute of Physics." (See attached excerpts.) Among the many promises that AIP makes in that 1996 document is that "During the current plan year we will be conducting training for all employees about our affirmative action program and equal employment opportunity in the workplace." I pointed out to Brodsky that AIP did not conduct the promised training. He countered by saying that he was pretty sure that he mentioned affirmative action either at the one-hour question-and-answer session that he

held on 20 June 1996 or at the Q&A meeting that he conducted for employees at AIP's facility in Woodbury, New York. (I recall no such mention at the 20 June 1996 College Park meeting.) He indicated that this mention was the promised affirmative action "training."

Brodsky said he would look into affirmative action at Physics Today and tell me what he found. After a 4.5-month investigation, he met with me on 20 March 1998 and reported that he found that Physics Today's affirmative action program was doing very well. He said he judges the program by its results. (This was mysterious, because as of 20 March 1998, the Physics Today staff in the College Park office was all white; out of a staff of 18, the magazine had only one minority employee, working from New York.) I asked again about the promised affirmative action training. This time he said he was sure that he had mentioned affirmative action at both 1996 Q&A meetings, and he again indicated that such mention was the promised affirmative action training. After extensive questioning, he said that such mention was "part of" the promised training. I asked him when the rest of the training would be done, and he promised to look into that. In the end, I told Brodsky that we still believe our concerns to be well founded and that we are disappointed with his response. Apparently in Brodsky's view, however, the upshot of what happened is that I leveled serious, totally unfounded charges at AIP, and he is not happy about that.

1997 retreat

Management's anger at me increased yet again (and has not decreased since) when I helped raise staff concerns before and during the 25 September 1997 one-day Physics Today retreat. Before that meeting, I played a leading role in producing a list of proposed agenda items that represented a few of the many staff concerns. A majority of the staff supported it, and half of the staff signed it. (See attached e-mail message of 18 September 1997.) The top item on that list was a request for greater staff participation in decision making. The days leading up to the meeting saw much debate between management and many staff members over the meeting agenda, which management was formulating. Harris became upset that the staff wasn't embracing his agenda, and he began treating me and my coworker Graham Collins as ringleaders on the staff side, apparently becoming permanently angry at us.

At the retreat itself I asked if staff members could ask questions. Harris said no. I then said that I thought that we should be allowed to ask questions. Harris angrily said "No, That's an order!" Some days after the meeting he explained that he thought my request for the right to ask questions was another attempt to promote the staff agenda. At the retreat and in subsequent weeks, a number of brave

coworkers openly criticized Harris for the way in which he shut me up.

Gag order

After the retreat Harris put a gag order on me, handing me a written "notice" that implied that I would be fired the next time I said anything that Harris considered to be "counterproductive." (Document dated 26 September 1997 withheld.) This outraged many of my coworkers, who saw my forced silence as against their interest. They openly criticized the gag order, forcing Harris to rescind it. (Electronic mail message of 2 December 1997 withheld.) He did so reluctantly and without any decrease in his anger toward me.

Appeal to advisory committee

The gag order was just one of many management actions that strongly discouraged staff members from raising grievances of any sort. In an effort to get this chill lifted, a number of staff members (names withheld) decided to appeal to the Physics Today advisory committee at its annual meeting on 17 October 1997. We made our appeal to the committee, which reports to AIP's top management, in writing (memo of 17 October 1997 withheld) and in individual oral presentations. Our written note was titled, "Freer Atmosphere Needed at Physics Today" and began, "At Physics Today there is an increasingly repressive atmosphere that discourages staff initiatives...." The memo described how Physics Today staff member Graham Collins had also been warned about speaking up about workplace problems. It contained the following paragraph: "Both Jeff and Graham have been outspoken about problems that many of us see at the magazine. We feel that the lecture to Graham and the written notice to Jeff both contribute to a repressive atmosphere at the magazine and restrict all of us. We hope the advisory committee will do whatever it can to get these warnings retracted, and to remind the PT managers that repression is counterproductive. Such steps would go a long way toward diminishing the fear that staff members now associate with trying to openly address problems at the magazine."

Harris has harshly criticized me for my leading role in the presentations to the advisory committee, telling me and others (names withheld) incorrectly that I tried to get him fired. He sees this as an unforgivable offense that obligates him as a matter of manly honor to fire me or eventually drive me out and that gives him the moral right to do so by any means. Those means include steps that appear honest to outsiders but are not -- such as the present performance review, which imposes an unattainable goal that can be used against me a year from now when it has

not been met. When I explained to Harris that neither I nor the other staff members involved tried to get him fired or even wanted that to happen, he replied that I was either naive or lying. (I still do not want him fired, but I can no longer speak for others on this point. Respect and support for Harris by other staff members, including some not involved in our collective activities, have deteriorated sharply.)

Ban on my private conversations

In pursuit of his agenda, Harris has evidently given Benka license to go after me and other perceived management enemies on the staff. I will briefly describe here a recent example. (A more detailed account is available.) At about 6 pm on Wednesday 28 January 1998, I was in my office talking to my coworker Toni Feder on the telephone when Benka opened the door and asked rudely and sarcastically if I was talking to one of our authors. I said, "No, I'm talking to a coworker, Toni." He acted as if he already knew that. He stepped further into my office and said that he wanted in on our conversation. This was unprecedented and frightful. I switched Toni to the speakerphone and told her that Stephen Benka was here and wanted to be in on our conversation. She sounded equally shocked. Benka suggested that she walk over from her office to mine, and she said OK. I then walked out of my office and into the open area of desks just outside, and Benka followed. I did this to make room for Toni and to get some physical distance between myself and my supervisor, who was clearly behaving very strangely.

After Toni arrived, Benka asked us what we had been talking about on the telephone. I thought his question was way out of line, but I answered it anyway: We had been discussing the May 1998 50th anniversary issue of Physics Today. But after giving that short answer, I said that the important question is why he was trying to barge in on our conversation.

(21) He answered by announcing that Physics Today management is forbidding all private conversations between staff members at work. From now on, all conversations between staff members must be open to management supervision, he said. When I asked him why, he referred to the organizing activity that took place last year and said that he doesn't want that to happen again. This smelled like a retaliatory and repressive policy aimed primarily at me, and so I asked him whether or not it applies to everyone. He said it does. I didn't believe him (but I didn't say that I didn't believe him), and so I pressed him three or four times to say whether or not he was going to announce the new policy to the rest of the staff. His final statement was that he knows that I want to know that.

The policy was never formally imposed on the rest of the staff, of course. But news of management's anger at private conversations spread quickly throughout the staff (yes, by way of private conversations). Even though the totalitarian policy officially applies only to me and Toni, it has put a chill on everyone's expression and has contributed to the repressive atmosphere at Physics Today.

Physics Today loses Graham Collins

In this memo I have for obvious reasons focused on my own case. But I don't want to leave the impression that management is critical only of me. In fact, they target any employee who speaks out about workplace problems. My most outspoken coworker, Graham Collins, was also the subject of a gag order and other reprimands for saying what many on the staff were thinking but were afraid to say. (Graham's gag order and mine were lifted at the same time.) I won't explain here how management irresponsibly made leaving the magazine Graham's best option. The details are available elsewhere. But with permission from Graham and all involved, I am attaching a copy of a note to Graham that I helped write after he submitted his resignation. (See attached note of 16 March 1998; authors' names withheld.) Please read the note as an integral part of my performance review appeal, as it contains a number of important and relevant points not made elsewhere.

'On my case'

As I mentioned above, management is now "on my case," and so my work is now subjected to greater scrutiny. Without precedent, the magazine's management recently examined and criticized some of my work before I completed it. (That was my work on the first of the five decade sections for the May 1998 50th anniversary issue of Physics Today.) Ever since the 1997 retreat, Physics Today publisher Charles Harris has given me the impression that I am being monitored. After the retreat he attended almost every magazine department meeting that I attended -- meetings that he had only rarely attended in the past. After some meetings, he commented privately to others about my performance.

Your moral responsibility

Physics Today's new love-it-or-leave-it policy, mentioned in the 16 March 1998 note to Graham, implies that the magazine's problems originate in the staff. Keeping the focus on the staff is not simply a harmless way that management diverts attention from itself, but is extremely costly. In the short time since Graham submitted his resignation, editor Benka's assistant Susan Funk has quit in frustration, and publisher Harris's assistant Carol Lucas has resigned. The loss of experienced staff, the

discouraged state of many of those who remain, the repressive atmosphere's toll on creativity -- in general, the frustration of those who want their job to be more than a simple exchange of time for money -- in these and other ways current policy wastes the resources of the physics community. You have a responsibility to undo the current widespread cynicism at Physics Today by making staff-initiated change possible.

From: Stephen Benka
To: jeff
Date: 7/25/97 4:38pm
Subject: Congratulations!!

Jeff, you have my heartfelt congratulations on the birth of Joshua Rose, and my very best wishes for all three of you.

--Steve

Documentation
(such as it is)

18 August 1997

Steve --

As I have noted in many conversations and memos over the years, I work most efficiently in my job of feature article editing when I have articles at all stages of development. That means, for example, some articles that have just been solicited, some that have been submitted and reviewed, and some that have been revised by the author and are ready to edit.

As you know, our supply of articles in the last category has followed a "feast or famine" pattern -- mostly famine. This has held down my productivity to the point where I cannot afford to take the full 30-day vacation that I recently requested (and that you approved) and still meet my annual article editing goal. So I am thinking about cutting that vacation in half, perhaps, and using the rest of my vacation time at some later date. I won't be able to work out the details until some articles in the last category trickle in and I can draw up a schedule.

As of today, we have received neither of the two manuscripts that I am going to edit for the December issue. I would be working on them now if we had them. The Riordan manuscript, for example, is not expected to arrive until around the time I had planned to go on vacation. And I have no articles that I can edit now for issues following December. I would like to edit two articles for the January issue and two for the February issue, but I will not be able to do that under our usual famine conditions -- I will need to have the manuscripts much earlier than I have been getting them. If today I had four manuscripts ready to edit for those two issues, I could work on all four simultaneously, using my time to greatest advantage. I think you will agree that the magazine should be in a position where such productivity and advance work is routine.

Given the status of the December manuscripts, a 30-day vacation as planned would compromise my ability to edit two articles for that issue. I would like to take a shorter vacation and continue working at home much of the time, as long as that continues to work well. Please let me know if that is OK, and in any case please see how soon I can have four articles that are ready to edit for the January and February issues.

A handwritten signature in cursive script, appearing to read "Jeff", with a long horizontal line extending from the bottom of the signature.

D00673

August 19, 1997

Jeff,

It is the responsibility of the article editors at Physics Today to produce finished articles starting from any point in a given article's development.

Thus the responsibility of generating "ready to edit" articles is in part yours. For one example, we had agreed that you would obtain Colson's article on free-electron lasers, and have it edited in case we needed it for an emergency fifth article in the October special issue on the electron; otherwise we could drop it into the magazine a month or two later. Fortunately, we don't need it for the special issue; to my knowledge you have yet to acquire the article.

You were my first choice to edit several articles in late stages of development in the recent past, but turned them all down: Fink (March); Cohn (May; I edited that one, while you edited none that month); Jeanloz to edit with Soulen (August); a second article for October (you were reluctant to take Perl); Kasap for November.

As recently as two months ago, when you wanted to take paternity leave (which I OK'ed), you told me you didn't want any additional articles through the end of this year. As noted above, I offered you some anyway and you turned them down. You expressed no interest in articles, so I left you out of my plans for them.

I understand your special circumstances and once again offer you my heartfelt congratulations on the birth of Joshua Rose. If you are now ready once again to accept the responsibilities that go with feature articles, I can supply you with as many as you want. The articles that are currently "ready to edit" have been assigned to others. Nevertheless, I am sure we can reach a mutually acceptable state of affairs.

Steve Jeff wasn't in the office all week, from the 19th to the 22nd, and therefore didn't see this memo or get any more articles until Monday, Aug 25

D00674

Job Description

August 19, 1997

Name: Jeff Schmidt
Title: Senior Associate Editor
Reports to: Editor, Physics Today

BRIEF DESCRIPTION OF JOB DUTIES: Take responsibility for and edit feature articles.

ESSENTIAL FUNCTIONS:

1. Edit feature articles in conjunction with authors; negotiate for artwork; monitor articles through production. Weight, 70%
2. Take responsibility for assigned articles, in consultation with the editor. Includes: Obtain solicited manuscripts; review articles; obtain outside reviews; convey recommended revisions to the author; obtain revised articles. Weight, 25%
3. Perform other editorial functions as needed. Includes: Review feature articles, letters to the editor, and other editorial matter as requested; provide editorial support through staff discussions, and offering suggestions for articles and stories. Weight, 5%

QUALIFICATIONS: Graduate level training in physics or other physical science; several years' experience in editing or writing for a scientific or technical magazine; ability to meet deadlines; ability to work well with others, both inside and outside the magazine.

$7\frac{1}{2}$ of year at 80%

$5\frac{1}{2}$ at 70%

At 80%, 16 articles are
expected \Rightarrow 1.33 per month

At 70%, 14 \Rightarrow 1.17 per month

$9.33 + 5.83 = 15$ for this
period

Job Des

PHYSICS TODAY

from Stephen G. Benka

Name: Jeff Schmidt
Title: Senior Associa
Reports to: Editor, Physic

BRIEF DESCRIPTION OF JOB DUTIES: 7
feature articles.

ESSENTIAL FUNCTIONS:

1. Edit feature articles in con;
for artwork; monitor articles thri
2. Take responsibility for assi
the editor. Includes: Obtain soli
obtain outside reviews; convey re
obtain revised articles. Weight,
3. Perform other editorial func
feature articles, letters to the
as requested; provide editorial s
and offering suggestions for arti

QUALIFICATIONS: Graduate level training in physics
science; several years' experience in editing or writing for a
scientific or technical magazine; ability to meet deadlines; ability
to work well with others, both inside and outside the magazine.

Jeff, As we discussed,
as of today we are shifting
your job tasks slightly:

Actual editing goes from a
weight of 80% to 70%.

Following up on solicited
articles goes from 15% to 25%.

— Steve
8/25/97

7/12 of year at 80%

5/12 at 70%

At 80%, 16 articles are
expected \Rightarrow 1.33 per month

At 70%, 14 \Rightarrow 1.17 per month

$9.33 + 5.83 = 15$ for this
period

2 September 1997

Steve --

Thank you for responding to my note of 18 August 1997, in which I ask for more work -- specifically, more feature-article manuscripts that I can edit for publication in the magazine ahead of deadline. I was dismayed to find that instead of welcoming my request, your response focuses on assigning blame for the lack of such manuscripts and goes on to deny that we have any such deficiency.

You base the first part of your response on the fact that Physics Today staff members do follow-up work with the people whom you have invited to write articles for the magazine. You note that these staff members are therefore "in part" responsible for obtaining manuscripts that are ready to edit for publication. All this is true, but our severe shortage of such manuscripts is not due to deficient solicitation follow-up work by the staff as you imply. The article editors on the staff have, in fact, done a good job of following up on solicited articles -- staying in contact with the authors and working with them to produce the articles that you have asked them to write. If you think you could do better than we do, you should share your secret. For whatever it is worth, my experience is that when a conscientious and hardworking staff is blamed for a long-standing problem, the diagnosis is usually incorrect, and an incorrect diagnosis is an impediment to a real solution. (In my own case, according to my job description, solicitation follow-up has been a small part of my job; but I work at it conscientiously, and on my latest annual review you said that I do above-average work in this area.)

No, the problem is not your staff's lack of competence in its follow-up work with authors. The problem is simply that the magazine has solicited far too few articles. This has had unfortunate consequences, not only for the staff (as my note of 18 August 1997 describes for my case), but also for the magazine's subscribers. In the past three years I doubt that we have had even three months in which we have had a backlog of manuscripts ready to edit. Typically, the editor scrapes each issue together in a near-crisis atmosphere, after a desperate search around the office for manuscripts that may have arrived -- or that are said to be "in the mail." The lineup of articles in most issues of Physics Today is thus dictated by forces beyond our control.

Your listing of manuscripts that you say you offered to me begs the question of giving me more manuscripts that I can edit and prepare for publication, because we did not have the manuscripts on your list. In your own words, they were "in late stages of development." I should point out that even manuscripts that you consider ready to edit often are not. And when the shortage of manuscripts forces us to schedule incomplete manuscripts for near-term publication, we often have to pressure authors to work with us under undo

D00677

time pressure. This is unfair to both the author and the Physics Today staff, because it deprives them of the opportunity to do their best and therefore most satisfying work. The largest group to suffer, of course, are the readers. I don't know how many of the articles that you listed fell into that category, because I did not work on those articles.

As I said in my memo of 18 August 1997, I think article editing work is done most efficiently when it is done well ahead of the deadline. So in general I seek to work in advance and am reluctant to take on articles that, due to the shortage, will necessarily have to be done at the last minute, often after I have already scheduled work on other articles and often well after any reasonable deadline for submission. Month after month our work should not consist of "rush jobs" for issues that are upon us. I would have taken on the articles in your list if they had been scheduled for later issues -- or, even better, if they had not yet been scheduled for specific issues. But because of our serious lack of manuscripts, it has almost never been possible to work ahead.

In your response you say that I "agreed" to obtain William Colson's article by a particular date. This cannot be true. There is no way that I or any other Physics Today staff member could credibly "agree" that Colson and his coauthors would finish writing their article by a date that you picked arbitrarily. Only Colson and his coauthors -- all volunteers, remember -- could do that, and they did not. We cannot suddenly and unilaterally spring a short deadline on an author. The most we can do is ask our authors if they can meet such a deadline. Over the years you have asked many authors whether or not they could meet particular deadlines that you had in mind, and you have accepted later deadlines when they told you what they could do. Just because you are now talking to a staff member, rather than directly to the author, doesn't mean you can "just say article" and have it appear.

In the final paragraph of your response to my request for manuscripts, you boast: "I can supply you with as many as you want." This is simply not true. In fact, when we spoke after I received your response, you could not supply even one manuscript that I could edit for the January issue, the February issue or any subsequent issue. Of course, we will eventually come up with something to fill the holes in those issues. But, as usual, that is not likely to happen soon enough to allow us to work ahead. I am sure we could continue to pretend that this modus operandi is not a serious problem -- after all, we have managed to get by with it for a number of years. But it takes an unnecessary toll on many people, and so I think we have a moral responsibility to the staff (article editors, editorial assistants, art editor and copy editors), authors and

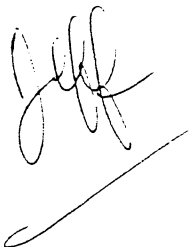
readers to solve the problem. I think the obvious first step is to admit that we do have a serious shortage of manuscripts and that the shortage leads to the problems that I have described here and in my note of 18 August 1997.

As I mentioned above, solicitation follow-up work has been only a small part of my job -- at least that is what I thought. When I saw how much you emphasized it in your response to my note, I took a look at my job description and noticed that such work was a bigger part of my job than I had remembered. Upon further investigation, however, I discovered that you had altered my job description after the fact to add truth to your claim. Indeed, the altered job description was dated 19 August 1997, the same date carried by your response to my note. For future reference, let me say here that I and other members of the staff prefer an above-board management style, where, for example, important changes are pointed out to people rather than being left for them to discover -- or, perhaps, not discover. In any case, you and I discussed the change in my job description on 25 August 1997, and I agreed to it. Thus, I will increase my solicitation follow-up work by about 2/3 and reduce my article editing by 1 part in 8. (I will continue to spend the large majority of my time on article editing.) Because of my preference for doing things above-board, I asked you to write me a note describing the change in my job description, and I thank you for doing so.

For the record: In your response to my note, you say that you OK'd my request for paternity leave. My recollection is that you neither approved it nor denied it, because I withdrew my request before you responded.

So that we don't wander too far from the original issue, let me repeat that I made my 18 August 1997 request because I felt that I was being held responsible for a particular amount of work (my annual article-editing goal) while being made to work so inefficiently that I could not do that amount of work -- at least not with sufficient time left over to take some time off. My revised job description will lessen slightly my need for ready-to-edit articles, and so should provide some relief in this area.

The Riordan manuscript has just arrived, and I would like to work on it now, so as to finish it as far ahead of the deadline as possible. Unless you tell me otherwise, that is what I will do. Perhaps I will take some vacation time later, depending in part on what other work comes in.

A handwritten signature in dark ink, appearing to be 'Jeff', with a long horizontal line extending from the bottom left of the signature.

9/26/97

Jeff,

We welcome constructive and productive contributions from you, but behavior by you that we consider destructive and counterproductive will no longer be tolerated. Your continued interruption at our retreat, after you were instructed to hold your questions and comments until the discussion segment of the agenda, is an example of what we mean. The continuation of such behavior on your part, in the office or at any work-related activity, will not be tolerated.

This notice is to be treated as confidential.

cel

Jeff,

September 26, 1997

We welcome constructive and productive contributions from you, but behavior by you that we consider destructive and counterproductive will no longer be tolerated. Your continued interruption at our retreat, after you were instructed to hold your questions and comments until the discussion segment of the agenda, is an example of what we mean. The continuation of such behavior on your part, in the office or at any work-related activity, will not be tolerated.

This notice is to be treated as confidential.

October 1, 1997:

Charles and I went to Jeff's office about 11:45am, when Charles verbally delivered the message contained in the above notice, then handed Jeff a signed copy of the notice.

Following the staff articles meeting (2-3:30pm), Charles and Jeff had a lengthy conversation in Jeff's office.

At about 6pm, Jeff came to my office, noted that Charles had had me "in tow," and asked if I "had the same level of enthusiasm" as Charles did about the message we had delivered. I told him I wouldn't characterize either of us as enthusiastic, but we were in agreement.

D00681

From: Charles Harris, Steve Benka (Charles Harris) (Charles Harris)
To: JSCHMIDT
Date: 12/2/97 12:30pm
Subject: rescindment

As agreed in the last staff meeting, our mutual acceptance of a code of behavior supersedes any outstanding verbal or written reprimand to you or any member of the staff for any perceived violation of this code. Onward and upward!

26 Nov. 97

Steve —

I am making good progress on the two Goldstein articles, the Mourou article, the Romaty revision request, the Heeger second reviewer and other articles and I will have a few things ready for Susan to do her usual work on, such as Fed Ex labels, letters and the like. She isn't sure how important these things are relative to the various other things that she does, and I don't know either, but we thought that maybe you could say. Specifically, letters and Fed Ex labels for the above-mentioned articles are available for Susan to work on at this time. You can let her know what priority to give these things, and she can then let me know. Thanks,

- Jeff

From: Stephen Benka
To: jeff
Date: 12/1/97 11:34am
Subject: Priorities

Jeff,

I received your note of 26 November. Susan is the Assistant to the Editor, which is a full time job. Charles, myself, and other editors all handle our own correspondence. I suggest you try doing the same.

--Steve

CC: sfunk, charris, sbenka

From: Susan Funk
To: SBENKA
Date: 12/1/97 11:40am
Subject: Priorities -Reply

Steve, Thank you for your vote of confidence! But, may I suggest that you say something to Rita because Jeff left her the folder with the letters to "hold on to." She asked me if I knew anything about it, but it seems she's now burdened with that project. I think if you or Charles handle this situation it would be a big stress-reliever for all.

Susan

From: Stephen Benka
To: rita
Date: 12/1/97 11:44am
Subject: Priorities -Forwarded

Rita,

This is a message I just sent to Jeff, with copies to Susan and Charles. I should have copied you as well. Please let me know if Jeff approaches you with this task. Thanks.

--Steve

D00683A

2 pages from the
Mourou article, with
SB's comments,
(from 12/2/97)

FIGURE 4. AMPLIFICATION CHAIN. The schematic represents a tabletop titanium:sapphire chirped pulse amplification system at the University of California, San Diego, that produces 5 TW and 50 TW laser pulses.

fore be produced by the amplifier with the smallest transition cross section and the largest bandwidth.

Here are some examples. P_{th} varies from 200 TW for Ti:sapphire to 3000 TW for ytterbium:glass. Using Yb:glass, a material that can be obtained in large dimensions, a system with a beam size of 10 cm by 10 cm could produce peak power of 0.3 exawatts. This power, focused over a diffraction-limited spot size of a few square micrometers, could produce on-target intensities in the 10^{24} W/cm² range!

Ultrahigh-intensity applications

Figure 2 shows laser intensities and the physical regimes that are becoming accessible. Given the large amount of activity in this field, here we only highlight the applications, focusing on intensities greater than 10^{18} W/cm², where phenomena are dominated by relativistic effects. Review articles by Chandrashekhar Joshi and Paul Corkum (PHYSICS TODAY, January 1995, page 36) and by Perry and Gérard Mourou¹ cover applications in the intensity range 10^{14} – 10^{18} W/cm².

At intensities greater than 10^{18} W/cm², the field of the laser is much larger than the Coulomb field binding the ground state electron in the hydrogen atom, $E_{at} = 5 \times 10^9$ V/cm. At 10^{19} W/cm², the laser electric field is close to 10^{11} V/cm, 20 times E_{at} . At these intensities, the electrons have a relativistic character. They acquire a cycle-average oscillatory energy ("quiver energy") $E_{osc} = m_0 c^2 (\sqrt{1 + 2U/m_0 c^2} - 1)$ greater than the electron rest energy, where m_0 is the electron rest mass, e is the electron charge, and c is the speed of light. For example, at 10^{19} W/cm², for $\lambda = 1 \mu\text{m}$, this quiver energy is on the order of 1 MeV, or twice the electron rest energy $m_0 c^2 = 0.5$ MeV. The relativistic nature of the electron motion requires the use of the full Lorentz force, $\mathbf{F} = q(\mathbf{E} + \mathbf{v}/c \times \mathbf{B})$, where q is the charge of the electron; \mathbf{E} and \mathbf{B} are the vector electric and magnetic fields of the laser respectively; \mathbf{v} is the quiver velocity; and c is the speed of light. Note that in linear and nonlinear optics (of the bound electron), the force due to the magnetic field is always neglected, because the quiver velocity of the electron is small compared to c . Above 10^{18} W/cm², the magnetic and electric force applied to the electron become equal and responsible for extremely large light pressure, $P = I/c$. At 10^{19} W/cm², the light pressure reaches the respectable value of 0.3 Gbar. It will

have some profound implications in most of the applications described below.

Electron acceleration. In subcritical gases, the pressure produced by a focused pulse can displace the electrons as it propagates. The electrons are pulled back by the ions once the pulse goes by, producing a large plasma wave oscillating at the electron plasma frequency $\omega_p = (4\pi n_e e^2 / m_0)^{1/2}$, where n_e is the plasma density and γ is the relativistic factor. The plasma wave trailing the laser pulse forms a train of accelerating buckets, each with a duration equal to the plasma period. The accelerating gradient resulting from the charge displacement is given by $E_0 = mc(\omega_p/e)$, or $E_0 = n_e^{1/2}$ when E_0 is in units of V/cm and n_0 is in units of cm⁻³. For example, a plasma with a density $n_0 = 10^{18}$ /cm³ is capable of supporting a field $E_0 = 100$ GV/m, which is approximately three orders of magnitude larger than that in a conventional linac. This concept, proposed by Tshiki Tajima and John Dawson at UCLA in 1979, is known as laser wakefield acceleration and was reintroduced independently by L***** Gorbunov and V***** Kirsanov of the P. N. Lebedev Physics Institute and by Phillip Sprangle and his coworkers at the Naval Research Laboratory in the late 1980s.⁸ It has been demonstrated over the past few years by a number of groups in the US, UK, Japan and France.⁹ In figure 1, which illustrates this simple concept, we can see on a phosphor screen a collimated beam of a few nanocoulombs of electrons with mega-electron-volt energy. These electrons were produced by a laser pulse of intensity exceeding 10^{18} W/cm² interacting with a helium gas jet 1 mm thick. In this experiment, there is no external injection involved; the electrons are self-trapped. Although the quick acceleration to relativistic energy, over only 0.1 mm, confers to the beam a remarkably low geometrical emittance (product of the beam size and its divergence) almost as good as the laser, this self-injection technique results unfortunately in a broad energy spread, making the approach unattractive for some applications.

To produce better beam monochromaticity, controlled injection is necessary. The very large field gradient is obtained at the expense of very short acceleration buckets, on the order of 50 fs. Monoenergetic injection into one of these extremely narrow buckets becomes an impossible challenge, given that the shortest injection pulses are on the order of a picosecond. Injecting with a picosecond

" λ " is wave length

should be γ [?]

exponent, $\sqrt{2}$?

fix crash

" e " is not used in the formula. Please double check!

" q " is used

electron pulse will uniformly seed a number of buckets, producing a wide energy spread. An elegant solution to this seemingly hopeless situation has been devised by Donald Umstadter of the University of Michigan¹⁰ and is now being tested by a number of laboratories in the US, France and Japan. In this scheme, an ultrashort laser pulse of 20 fs duration is sent orthogonally to the plasma wave. The resulting ponderomotive force from the large transverse intensity gradient dephases some of the electrons and pushes them into a selected part of the bucket. According to particle-in-cell simulations, with today's lasers, this simple, inexpensive, tabletop, all-optical technique has the potential to produce subfemtosecond pulses of electrons with 100 MeV energy and an energy spread on the order of a few percent. A variation of this optical injection technique has been proposed by Eric Esarey at the Naval Research Laboratory¹¹ and has the potential to produce an energy spread of less than 1%. It is important to recall that relativistic particles are less affected by space charge, which scales like $(1/\gamma^2)$. This violent acceleration to the relativistic regime over 100 μm , instead of meters, is certainly the key to the generation of ultrashort electron pulses in the femtosecond and subfemtosecond regime with copious electric charge.

Self-focusing, harmonic generation. The plasma frequency becomes intensity dependent due to the mass change, $m = m_0/\gamma$, and produces a change of the index of refraction across the beam, $n = (1 - \omega_p^2/\omega^2)^{1/2}$, with a maximum on axis. This causes the beam to self-focus, as predicted by Claire Max and coworkers at LLNL, to a micrometer-sized filament and to guide the laser, as observed by the groups of Charles Rhodes at the University of Illinois at Chicago and of Gerard Mainfray at the CEA in France. When self-guiding of a laser pulse in such a filament occurs simultaneously with wakefield acceleration of electrons, the divergence of the accelerated electron beam is observed to decrease dramatically due to the increase in γ , reaching in fact the space-charge limit (p_{\parallel} and p_{\perp} are the parallel and perpendicular electron momenta).¹² Eventually, the very large radial intensity gradient should expel the electrons and ions from the filament, as predicted theoretically by Patrick Mora of the Ecole Polytechnique in France, and recently observed experimentally by Umstadter and his group at Michigan.¹³ The large beam current density of 10^{12} A/cm^2 in the filament (nanocoulombs in 100 fs), will produce magnetic fields of gigagauss strength.

In solids, the very large pressure is also responsible for the generation of harmonics.¹⁴ Pushing on the steep vacuum-solid interface at the laser frequency phase-modulates the reflected beam at the laser frequencies. This oscillating mirror gives rise to a series of sidebands on the reflected spectrum, separated by ω or 2ω . Up to the 70th harmonic has been observed at Rutherford Appleton Laboratory,¹⁵ reminiscent of the first relativistic harmonic generation produced at Los Alamos National Laboratory with a carbon dioxide laser at 10.6 μm . (See PHYSICS TODAY, January 1995, page 36.)

ICF Fast Ignitor. In overdense plasma, because of the very large radiation pressure—far exceeding the thermal pressure—combined with the large lateral ponderomotive force due to the pulse's transverse gradient, and a reduction of the plasma frequency by γ , an incident pulse will penetrate over several wavelengths. This effect, referred to as "hole boring," led to the concept of the Fast Ignitor.¹⁶ The essential idea, as illustrated in figure 6, is to preimplode a deuterium-tritium capsule to an isochoric (uniform density) condition. At the point of maximum compression, a side of the imploded core is irradiated with a laser pulse much shorter than the hydrodynamic dis-

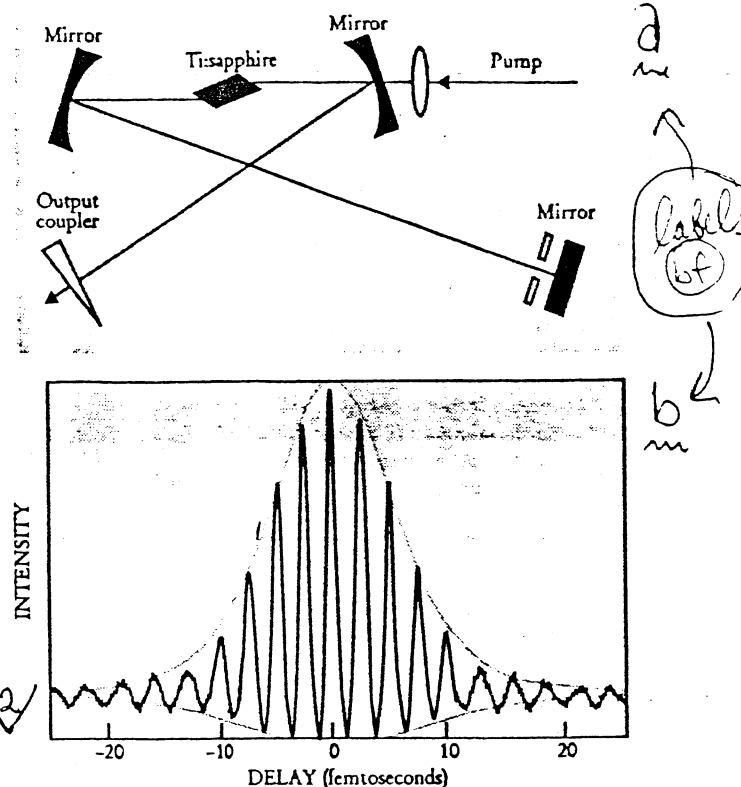


FIGURE 5. PULSE CAVITY AND OUTPUT TRACE. a: Schematic of an ultrashort-pulse cavity composed of broadband mirrors and a titanium:sapphire amplifying medium. The amplifying medium is optically pumped, usually with a continuous wave argon laser. Besides its role as an amplifier, the Ti:sapphire acts as a lens with an intensity-dependent focal length due to its intensity-dependent index of refraction. The cavity is calculated to be stable for the highest intensity or the shortest pulse duration. To get the shortest pulse duration, the dispersion of the pulse in the crystal is compensated by frequency-chirped mirrors as shown here, or by a sequence of prisms. The output coupler must be wedged to avoid Fabry-Perot effects. b: The interferometric autocorrelation trace of the output pulse produced by mixing the signal with itself in a second harmonic crystal. The pulse is 7.5 fs long, full width at half maximum. (Schematic courtesy of Ferenc Krausz.)

sembly time of the irradiated spot ($\tau = R_{\text{spot}}/v_s \leq 10 \text{ ps}$).

Hot electrons ($200 \text{ keV} < E < 1 \text{ MeV}$) generated by the interaction of the intense (10^{19} – 10^{21} W/cm^2) light with plasma rapidly equilibrate in the dense fuel. The energy equilibration of the electrons raises the overall ion temperature to 5–20 keV, initiating fusion burn. High laser pulse energy is required to produce enough hot electrons to heat a sufficient number of ions to initiate fusion burn. Nearly perfect beam quality is required in the laser to achieve a small spark region. The Fast Ignitor concept offers the possibility of high target gain at reduced total drive energy, compared with conventional inertial confinement fusion.

Astrophysics. It has been suggested by Tajima from the University of Texas at Austin, Hideaki Takabe from Osaka University, Setsuo Ichimaru from the University of Tokyo and Bruce Remington from Lawrence Livermore National Laboratory that astrophysical conditions such as opacity, density and temperature could be reproduced and tested at intensities of 10^{20} W/cm^2 , corresponding to gigabar pressures. One proposal is to look at the rates of

Warren complained ~~the~~ to Charles about being asked to do more and more, and was very agitated. (This, according to Charles.) When Charles got him calmed down, it came out that Jeff had talked to Warren about extra workloads (after ✓ [SB] had asked Jeff again if he would do some of his own keyboarding).

In Warren's review and performance plan, I had asked him to take over (from Rita) the correspondence with publishers. Warren had reluctantly agreed. Now, Jeff apparently indicated to Warren that there would be no end to the new demands placed on him, so he (Warren) stormed over to Charles to complain.

[I believe this was in
December 1997. -SB 6/1/98]

March 11, 1996
To: Marc Brodsky
From: Steve Benka

Marc,

Here is the gist of what I learned from Jeff.

Jeff Schmidt called the office that administers contracts and grants at UMd to find out what grants, contracts, etc were in effect in the physics department, who the PIs were, and what the dollar amounts were. He told me that this would "provide a new way of looking at what research is being done," by going straight to the bottom line. He said it would give an interesting picture: so many thousands or millions of dollars going into this area or that field of research. He maintains that the readers of *Physics Today* would be very interested in such an information profile, even about a single university such as UMd.

Some while later, he received a call from Steve Wallace, chairman of UMd's physics department, who was willing to give Jeff a capsule summary of the research going on at UMd, but was reluctant to give the detailed information that Jeff was seeking. Wallace admitted that the detailed information was publicly available. Jeff did not want the capsule summary and, apparently, did not provide a good explanation for wanting the details.

Jeff was not acting on behalf of *Physics Today* magazine, and if he said that he was, he misrepresented himself. He did tell both the contracts office and Wallace that he was not working on a story. That is certainly true; Jeff is not one of our news reporters. Jeff claims that he brought this topic up at a *PT* staff meeting, but discussion ended when Irwin Goodwin asked the question, "Who would have time to do all the necessary the work?" Neither Irwin nor I recall the discussion, but it may well have taken place. In any event, I now told Jeff that *Physics Today* has no interest in such a university profile, and that I don't believe it serves our readers other than in providing them with a ready target when they write their own grant proposals. I told him that if he wanted to pursue such information further, he should do it from home as an individual, not from work as an editor of *Physics Today*. He did not argue.

From: Stephen Benka
To: MUNDERWO
Date: 1/9/97 12:23pm
Subject: Affirmative Action

Melinda,
affirm.1 went to APS's Committee on minorities. I spoke to Modeste first.
affirm.2 was sent without prior phone contact, though I tried.
affirm.2 was sent after talking with Mtingwa.
--Steve

-----AFFIRM.1-----

From: Stephen Benka
To: APS.MODESTE
Date: 11/26/96 9:37am
Subject: Ad from Physics Today

EDITORIAL OPENING AT PHYSICS TODAY

PHYSICS TODAY is seeking to fill a midlevel editorial position. The principal—but not exclusive—responsibility of the new staff member will be to edit feature articles on a broad range of physics-related technical and nontechnical subjects. The job will involve extensive contact with the physics community and with the in-house staff to produce a quality-driven, deadline-bound monthly magazine. An applicant should have a degree in physics, and editorial experience is desirable. Send your résumé and an informative cover letter to

Alice Robinson
Human Resources
American Institute of Physics
One Physics Ellipse
College Park, Maryland 20740-3843

-----AFFIRM.2-----

From: Stephen Benka
To: ACPGate("ernst@compsci.cas.vanderbilt.edu")
Date: 11/26/96 10:24am
Subject: Ad from Physics Today

Dear David Ernst,

If possible, can you distribute the following ad to the National Society of Hispanic Physicists, and to other appropriate organizations? Thank you very much.

Sincerely,
Stephen G. Benka, Editor, Physics Today

EDITORIAL OPENING AT PHYSICS TODAY

PHYSICS TODAY is seeking to fill a midlevel editorial position. The principal—but not exclusive—responsibility of the new staff member will be to edit feature articles on a broad range of physics-related technical and nontechnical subjects. The job will involve extensive contact with the physics community and with the in-house staff to produce a quality-driven, deadline-bound monthly magazine. An applicant should have a degree in physics, and editorial experience is desirable. Send your résumé and an informative cover letter to

Alice Robinson
Human Resources
American Institute of Physics
One Physics Ellipse
College Park, Maryland 20740-3843

-----AFFIRM.3-----

From: Stephen Benka
To: ACPGate("mtingwas@athena.ncat.edu")
Date: 11/26/96 10:32am
Subject: Ad from Physics Today

Dear Dr. Mtingwa,

Here is the ad for our editorial opening. I appreciate your help in distributing it.

Best wishes,
Steve Benka

EDITORIAL OPENING AT PHYSICS TODAY

PHYSICS TODAY is seeking to fill a midlevel editorial position. The principal—but not exclusive—responsibility of the new staff member will be to edit feature articles on a broad range of physics-related technical and nontechnical subjects. The job will involve extensive contact with the physics community and with the in-house staff to produce a quality-driven, deadline-bound monthly magazine. An applicant should have a degree in physics, and editorial experience is desirable. Send your résumé and an informative cover letter to

Alice Robinson
Human Resources
American Institute of Physics
One Physics Ellipse
College Park, Maryland 20740-3843

From: Jean Kumagai <jak@interport.net>
To: Stephen Benka <sbenka@aip.acp.org>
Date: 11/27/96 8:01am
Subject: Re: Affirmative Action

Looks good, Steve. Some of the other groups listed in the Stith article might also be good -- for example, the Minority Students in Physical and Mathematical Sciences, which sponsors the annual National Conference of Black Physics Students.

My phone and fax numbers are both working again.

Happy Thanksgiving!
Jean

CC: ACP.AIP(jschmidt)

January 28, 1998

SB

At about 6:30 pm I saw Jeff and Toni in Toni's office with the door closed. Recalling the counsel of Human Resources, I opened the door, went in, asked what aspect of their work they were discussing, and offered to join in. They were obviously startled, but Toni said they were talking about Monica Lewinsky and an article about her from the Wall Street Journal that Jeff had brought in, and also about the how to manage the 400 pages of tables that were being generated for the special issue.

So we chatted for a few minutes about the White House situation. As for the tables, I said we needed to identify the material in this first step. Pulling it all together would come later. "Let's get this work done first."

At one point during this Lewinsky/special issue discussion, Toni spoke into the phone, telling Jean that she would call her back later. It was only then I realized Jean had been part of the closed-door discussion before I entered.

I then steered the talk back to work, asking Jeff about his articles. Toni turned back to her work on the special issue, and I suggested to Jeff that we leave Toni in peace. Back by my office, Jeff told me he had given both of his March articles to Paul today, and should have them back by 4 February. We also discussed the Ramaty and deKee articles, and I made some changes to the April and June lineups, which Jeff was happy with. Jeff then went back to his office.

A few minutes later, I walked by his office and saw him on the phone. I thought about that while in the bathroom. Since the March articles were in-house at the moment, and both deKee and Ramaty were unlikely to be in their offices in the Eastern time zone, I was curious which of his authors he was talking with. So I opened his door and asked.

He said it wasn't an author, but "one of my coworkers." Again I offered to join the conversation, having assumed it was work-related. Jeff spoke into the phone, asking Toni if she heard that. I expressed surprise that they needed to discuss work by phone, and invited Toni down the hall. There was some delay before she arrived (saying goddbye to Jean?) and I let Jeff steer me out of his office into the open area.

I asked what the topic of conversation was that they felt I needed to be excluded from. They were not forthcoming. I said that closed-door meetings such as I had just seen made me uncomfortable, that we didn't want a repeat of "what happened last year," which involved a lot of such "clandestine" gatherings. I said I failed to understand what work-related topics couldn't be discussed openly, to the point of needing an office-to-office phone call. "Do you think I shouldn't know, or don't have the right to know what's going on in the office?" Jeff said he didn't know if I had the right or not. I assured him I did. Toni said she wanted the Q&As reinstated.

Toni said, "Let's assume that we all know what you mean by 'what happened last year.' I want you to know that I'm really not interested in the politics around here. I spend all my time working, it's all I can do to keep up with that." I assured her that I knew how hard she worked, and reminded her that I've told her many times how happy I am with her work.

Jeff wondered if everyone was being "monitored" the same way [that I was presumably monitoring him], and Toni said she didn't like being subjected to such "surveillance." Jeff asked several times if Charles "approved" of what I was doing. I told him to ask Charles. There followed many examples of closed-door sessions (e.g. me and Charles, Gloria and me, etc.) and of personal phone calls. I pointed out that in most cases, a manager or supervisor was involved. I made it clear that I was addressing the behavior I had just seen, and repeated that it made me

uncomfortable because of last year's events. I then turned to Jeff and addressed him directly, saying "I hadn't noticed such closed door meetings lately. It hadn't really been a problem. Until today, Jeff."

Jeff then began peppering me with questions: Is this a new policy? Shouldn't it be given to everyone? Does Charles approve of this? and so on. I began to get flustered, emphasized that my point about their gathering had been made, and walked away. Jeff's parting shot was "I think it should be a general policy." I answered with, "I know that you do, Jeff. Thank you."

3/24/98

Didn't think his quality of editing slipped. I told him the Morrow article convinced me that his editing can't be entrusted to just a proofreader, as in the past.

Said not "imminent fatherhood" but, a dearth of articles forced the adjustment.

I reminded him that he had asked for several months paternity leave — Susan had started the paperwork with HR. He had made it clear that he didn't want any more articles, not even one for the October Special issue. Some weeks after his request, he withdrew it and insisted on getting some ready-to-edit articles.

He agreed this is what happened.

I told him that he well knew the articles had been reassigned to others. That he didn't have articles because he hadn't wanted any, not because of any shortage. He acknowledge that was the case.

We agreed I would change the wording from "imminent fatherhood" to something like "canceled paternity leave."

He thought the ~~article~~ review was punishment for his "organizing efforts." I asked him what he was talking about — I certainly knew of some of his disruptive and counterproductive behavior (in fact he was reprimanded for it,) but I knew nothing about his "organizing." Repeated that the review was punishment.

Jeff thinks we're asking too much of him — more than of the other editors. I assured him we weren't.

He said, as in the past, that he shouldn't have to keyboard, indicating that such work was for menials, not for him. I said all the other articles editors did their own keyboarding and in fact use that as an additional chance to improve the ms. He said not everyone edits in the same way. I agreed but repeated that he needs to keyboard. He again said that should be part of his job and I finally frivolously suggested he subcontract out his keyboarding. He then dropped the issue.

He said that mine was "one approach to management" but he didn't find it inspiring.

He'll write a response, won't sign review.

PHYSICS TODAY
PERFORMANCE REVIEW 1998

March 12, 1998

Employee Name: Schmidt
Division:
PERIOD: 3/24/98

Job Title: Senior Associate Editor
Reports to: Editor
March '97-Feb '98)

Major Responsibility

Weight: 7

Component task

1. Edit & house style the editor
2. See proof & dead

Comments:

period, he made an effective (This could be within the Fink, C

His work (Crab) notation

Major Responsibility 4: ...

Weight: 19%

Rating: 5.0

Component tasks:

In consultation with the editor:

1. Contact authors to obtain outlines and manuscripts.
2. Contact referees for advice on outlines and manuscripts.
3. Evaluate outlines and manuscripts, in conjunction with the editor and referee. Give feedback to the author, to develop an appropriate article.

Comments: Jeff did well in this area of his job, and regularly nudged authors and reviewers whose items were pending.

PHYSICS TODAY

from Stephen G. Benka

Jeff feels this review is factually incorrect, mean-spirited, punitive, and makes unreasonable demands for the future. I answered that it is an accurate assessment of his performance, and sets forth a reasonable workload for a full-time editor.

growth, readability, with authors and

forming revisions, to meet editorial

ably. For this review is review period, we ninent fatherhood that let this revised goal. articles, both completed him for editing (including al issue).

ing) through average stantive errors of physics and ected by the Editor).

icles

;

I asked Jeff if this was accurate and if so, I'd send the note down to HR with his review. He said it was accurate "as far as it goes," unsigned + I don't want the review submitted until he responds.

D00695

General Rules of Conduct

As we are all aware, rules and regulations are essential to the general safety and welfare of our employees and to the efficient operation of the Institute. The following rules have been established for everyone's guidance while employed at AIP. This list of rules is not intended to be all-inclusive, since it is impossible to determine all the circumstances which may arise. However, these rules will provide illustrative standards by which employees should conduct themselves.

The procedure for handling discipline may include verbal warning, written warning, suspension without pay, and termination of employment. However, some situations may require immediate termination.

The following are examples of unauthorized behavior:

- Insubordination
- Foul or abusive language
- Use or possession of intoxicants or illegal drugs on or off AIP's premises during work hours; reporting to work while under the influence of intoxicants or illegal drugs
- Sleeping on the job
- Fighting on the job or the threat of bodily harm to others while on the job
- Misuse of or damage to Institute material or equipment or to the material or equipment of another employee
- Unauthorized removal of property belonging to the Institute or another employee
- Carelessness endangering the safety of oneself or others
- Constant pattern of tardiness or absenteeism without authorization
- Misbehavior including but not limited to: horseplay, harassing or intimidating fellow employees, making malicious or derogatory statements about fellow employees or about the Institute, misuse of confidential information, falsifying records, and illegal conduct
- Violation of safety or other operating rules. A positive attitude for the safety of your fellow employees and yourself must be observed at all times. This includes using proper safety equipment and reporting any unsafe practice to your supervisor

}

- Carrying or possessing weapons of any kind on Institute property
- Parking in non-designated areas
- Unauthorized use of Institute telephones
- Solicitation of any kind by an employee of another employee while either is on working time
- Inappropriate dress
- All employees of AIP are employed at-will. Accordingly, employees may be terminated at anytime, with or without cause and with or without notice.

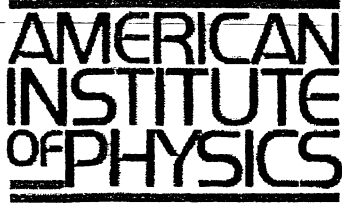
Electronic Communications Policy

The Institute's e-mail system is normally for business use only. Electronic communications should have a business purpose and may not be used to solicit for religious or political causes, outside organizations or other personal matters unrelated to the business of the Institute. Employees should be aware that the Institute may access electronic communications at any time for any reason.

Staff of the Institute may access its electronic communications systems without notice to users; reasons for such access include (but are not limited to): routine system maintenance, prevention or investigation of alleged misuse of its systems, and assuring compliance with software copyright laws.

The Institute's policy prohibiting harassment applies to the use of the Institute's electronic communications systems.

Employees who violate the Institute's electronic communications policy may be disciplined, up to and including termination.



INTER-OFFICE MEMORANDUM

TO: Jeff Schmidt

FROM: James H. Stith EXTENSION: 3126

DATE: June 24, 1998 *WJ*

SUBJECT: Performance Review 1998

As requested in your memorandum of 27 April 1998, I have completed my investigation of the issues surrounding your 1998 performance review.

While issues that have impact upon the climate within **Physics Today** were uncovered, I did not find sufficient reasons to justify a change in your 1998 performance review.

I trust that you and the management of **Physics Today** will be able to delineate clearly the goals, level of performance and criteria for evaluation that will determine the basis for your 1999 review. Once this is accomplished, I anticipate a return to a level of performance and an evaluation that both you and management find satisfactory.

Cc: Theresa Braun
Steve Benka
Charles Harris

AMERICAN INSTITUTE OF PHYSICS
PAYROLL AUTHORIZATION FORM B

EMPLOYEE **JEFFREY**

SCHMIDT

DIVISION: PHYSICS TODAY

EMP. NO. 1437

SSN: XXXXXXXXXX

REMARKS: ANNUAL REVIEW

SALARY CHANGE INFORMATION:

Position Title	GRADE	Current Range	Effective	Next Review
SR ASSOC EDITOR	E08	45800.00 - 60800.00 - 75800.00	3/1/96	3/1/97

Previous Salary	Amount of Increase	New Salary	Percent Increase
59400.00	2,400	\$ 61,800	4.075%

Quartile: 2 Overall Rating: 3.0 (332.5)

<u>Steve Benka</u>		
Recommending Party	Authorized Approval	Personnel

TITLE CHANGE INFORMATION

From: SR ASSOC EDITOR To: _____ Effective: _____

New Grade: _____ New Range: \$ _____

_____ Division Head	_____ Personnel
------------------------	--------------------

TRANSFER

From: PHYSICS TODAY To: _____

Effective Date: _____

_____ Division Head	_____ Division Head	_____ Personnel
------------------------	------------------------	--------------------

MISCELLANEOUS REMARKS: ANNUAL REVIEW

D00698

AMERICAN INSTITUTE OF PHYSICS
PAYROLL AUTHORIZATION FORM B

EMPLOYEE: JEFFREY

SCHMIDT

DIVISION: PHYSICS TODAY

EMP. NO. 1437

SSN: [REDACTED]

REMARKS: ANNUAL REVIEW

SALARY CHANGE INFORMATION:

Position Title	GRADE	Current Range	Effective	Next Review
SR ASSOC EDITOR	E08	45800.00 - 60800.00 - 75800.00	3/1/96	3/1/97
Previous Salary	Amount of Increase	New Salary	Percent Increase	
59400.00	2400	61,800		
Quartile:	Overall Rating:			
2	3.0 (332.5)		4.075%	

Recommending Party

Authorized Approval

Personnel

TITLE CHANGE INFORMATION

From: SR ASSOC EDITOR To: _____ Effective: _____

New Grade:

New Range: \$

Division Head

Personnel

TRANSFER

From: PHYSICS TODAY To: _____

Effective Date: _____

Division Head

Division Head

Personnel

MISCELLANEOUS REMARKS: ANNUAL REVIEW

D00699

PERFORMANCE REVIEW 1996

PERIOD: February 1993-January 1994
Employee Name: Jeff Schmidt
Division: Physics Today Manager: Steve Benka
Job Title: Senior Associate Editor
Reporting to: Steve Benka

Overall Rating: 3

Major Responsibility 1: Edit articles

Weight: 80% Rating: 3.5 Rating: 280

Component tasks:

1. Edit articles for content (including art), clarity, organization, length, readability, house style, grammar, spelling and impact. Do this in conjunction with authors and the editor, and so as to meet editorial deadlines.
2. See articles through production. This includes obtaining or performing revisions, proofreading, preparing layouts and checking bluelines, all so as to meet editorial deadlines.

Comments: Jeff does a thorough and professional job of editing feature articles. He edited 16 in this period (published Mar. 94 - Feb. 95), including one that was very difficult (Platzman) and four assigned to him for quick production (Spano, Goldberg, Martin, and Gruner). His articles are generally ready on time and often they are early. The editor appreciates this.

Major Responsibility 2: Take responsibility for assigned articles

Weight: 15% Rating: 2.5 Rating: 37.5

Component tasks:

In consultation with the editor:

1. Contact authors to obtain outlines and manuscripts.
2. Contact referees for advice on outlines and manuscripts.
3. Evaluate outlines and manuscripts, in conjunction with the editor and referee. Give feedback to the author, to develop an appropriate article.

Comments: Jeff did not do too well with the early stages of assigned articles. He has expressed a preference for articles that are ready to edit, and the editor has tried to provide them. Even so, Jeff needs to get involved much earlier when he is asked to. Articles-in-the-making often languish in his office, until he is explicitly asked to move them forward. Jeff needs to take more responsibility in this area.

Major Responsibility 3: Support the editorial effort of PT

Weight: 5% Rating: 3.0 Rating: 15

Component tasks:

1. Read submitted manuscripts at request of the editor and submit a review with regard to the suitability of the manuscript for publication. These manuscripts include feature articles, letters to the editor and opinion pieces.
2. Submit ideas for feature articles and news stories.
3. Attend and participate in staff meetings to develop ideas for articles, news stories, special issues, etc.

Comments:

Jeff's reviews are often insightful and useful, and are often, but not always, prompt. He is still not a great source of ideas for articles and news stories, but his comments in meetings often provide a useful counterpoint to discussions.

Appraiser's comments: Jeff was asked to improve his rate of editing articles to 16 in 1995, and he did. He continues to be an excellent editor. His comments and views on editorial ideas and policies, while sometimes contrarian, are generally insightful.

Jeff needs to become involved earlier in the process of acquiring articles and their first revisions.

OVERALL RATING: 3.0

OVERALL SCORE: 332.5

Employee's Comments:.....
.....
.....
.....
.....
.....

SIGNATURES:

Employee:.....Date:.....

Appraiser:.....Date:.....

Both the appraiser and the employee must sign and date the form. The employee's signature does not necessarily represent agreement with the review but that he/she has seen the form and participated in the performance appraisal.

H.R. Review:.....Date:.....

PHYSICS TODAY

"work.95"

February 12, 1996

ARTICLES EDITED BY JEFF SCHMIDT

MONTH	ARTICLE	DIFFICULTY	ON TIME? (close)
March 1995	Yodh & Chance	Moderate	2/10 (2/9) (Search was also late)
April 1995	Simonds	Easy/Moderate	3/6 (3/10)
	Prinz	Easy/Moderate	3/9 (3/10)
May 1995	Ott & Spano	Moderate (tranferred from RL)	4/11 (4/11)
June 1995	Aharoni	Moderate	5/8 (5/11)
July 1995	Donnely	Easy	6/5 (6/12)
August 1995	Goldberg	Easy	7/11 (7/11)
	(A very late addition, high pressure)		
September 1995	Wolfe	Moderate/Difficult	8/7 (8/11)
	Richter	Easy (jointly with RL)	8/7 (8/11)
October 1995	Martin & Glahow	Easy/Moderate	9/8 (9/11)
November 1995	Hendrickson	Moderate/Difficult	10/12 (10/11)
	Helfand	Easy/Moderate	10/11 (10/11)
December 1995	Gruner et al.	Easy/Moderate	11/3 (11/8)
	Bustamante	Moderate/Difficult	11/3 (11/8)
January 1996	Lankford & Slavings	Moderate	11/28 (12/8)
February 1996	Isaacs & Platzman	Difficult (Blizzard interference)	1/11,16 (1/10)

D00702

Notes: Several of Jeff's articles were delayed in pages due to slow review by editor or managing editor.

The Feb. '96 article was resent on 1/16.

Jeff produced several articles quickly, on short notice, at the request of the editor. These include Ott & Spano, Goldberg, Martin & Glashow, and Gruner et al.

Isaacs & Platzman (Feb. '96) was truly difficult to edit and produce. All things considered, Jeff did a very good job with it.

We asked Jeff for 16 articles, and we got 16. A lot of preliminary work (including obtaining revisions and/or some editing) had been done on four of them: Ott & Spano, and Richter (by RL); Wolfe, and Gruner (by SB).

PERFORMANCE REVIEW 1995

PERIOD: February 1994-January 1995
Employee Name: Jeff Schmidt
Division: Physics Today Manager: Charles Harris
Job Title: Editor
Reporting to: The Editor of Physics Today

OVERALL RATING: 3.0

Major Responsibility 1: Edit articles

Weight: 80% Rating: 3.0 Score: 240

Component tasks:

1. Communicate with authors in person and by telephone, letter, fax, telephone and e-mail to revise and clarify articles, including satisfying referees' comments, and also to obtain approval of authors about editing changes.
2. Edit articles for content, clarity, organization, length, readability, house style, grammar, spelling and impact.
3. Negotiate with author for tables, charts, graphs, diagrams, photographs, including possible cover art. Select art, write and edit captions.
4. Revise article in conjunction with copy editor, editor and author's corrections.
5. Proofread galleys, help prepare page layouts, check bluelines.
6. Perform these tasks in accordance with production schedule.

Comments: Jeff is very good at taking technical articles and making them readable. He does a thorough editing job and his articles don't usually need much extra work to get them into publishable form, either in the text or the illustrations. Between February 1994 and January 1995, Jeff edited ten feature articles and two two-page introductory pieces. Because the March 1994 issue closed March 11 and the March 1995 issue closed February 10, Jeff was actually asked to work on 13 issues in this twelve month review period. If we consider the two introductory articles combined to be equivalent to one regular article, Jeff's productivity amounts to 0.85 articles per issue, or 0.9 articles per calendar month.

In Jeff's performance review of 2/94, it was noted that he edited 14 feature articles (published Mar. 93 - Feb. 94), and his production of work was considered "satisfactory under the circumstances." This period included a disruptive relocation to College Park. The review noted that "Jeff is capable of editing 16 articles a year, an average of about 1.3 articles a month. This should be his goal for the next twelve months."

Jeff did not meet this goal in 1994.

Major Responsibility 2: Take responsibility for assigned articles

Weight: 15%

Rating: 3.5

Score: 52.5

Component tasks:

With regard to assigned feature articles, and in consultation with the editor-in-chief:

1. Get in touch with the author when the outline is due.
2. Seek advice from a referee on the outline
3. Give feedback to the author about the outline.
4. Call the author when the manuscript is due.
5. Evaluate the manuscript
6. Contact a referee

Comments: Jeff carries the heaviest load of assigned articles and is usually thorough, perceptive and reasonably prompt.

Major Responsibility 3: Support the editorial effort of PT

Weight: 5%

Rating: 3

Score: 15

Component tasks:

1. Read submitted manuscripts at request of the editor and submit a review with regard to the suitability of the manuscript for publication. These manuscripts include feature articles, letters to the editor and opinion pieces.
2. Submit ideas for feature articles and news stories.
3. Attend and participate in staff meetings to develop ideas for articles, news stories, special issues, etc.
4. Read relevant periodicals and attend relevant meetings to keep abreast of developments in physics.

Comments: Jeff's reviews are usually insightful, intellectually critical and reasonably prompt. The computer log shows that Jeff reviewed nine feature articles and twenty six letters in this period. Jeff is not a big source of ideas for news stories and feature articles, but he often makes interesting comments in meetings that are well thought out and sometimes these turn out to be ideas that no one else has articulated.

Appraisers Comments:

Jeff is a very capable editor and does an excellent job of editing feature articles and a good job of handling the other duties described above. His productivity on his main function of editing feature articles is below capacity. With the magazine's call for more but shorter articles, Jeff must aim to edit a minimum of 16 articles published April 1995 to March 1996.

Employee's Comments:.....
.....
.....
.....
.....

SIGNATURES:

Employee:.....*Schmitt*.....Date: *16 Feb 95*.....

Appraiser:.....*Steve Benka*.....Date: *2/16/95*.....

Both the appraiser and the employee must sign and date the form. The employee's signature does not necessarily represent agreement with the review but that he/she has seen the form and participated in the performance appraisal.

H.R. Review:.....Date:.....

PERIOD: February 1993-January 1994
Employee Name: Jeff Schmidt
Division: Physics Today Manager: Gloria Lubkin
Job Title: Senior Associate Editor
Reporting to: Ken McNaughton

Overall Rating: 3

Major Responsibility 1: Edit articles

Weight: 80% Rating: 3.5 Weight x Rating: 280

Component tasks:

1. Communicate with authors in person and by telephone, letter, fax, telephone and e-mail to revise and clarify articles, including satisfying referees' comments, and also to obtain approval of authors about editing changes.
2. Edit articles for content, clarity, organization, length, readability, house style, grammar, spelling and impact.
3. Negotiate with author for tables, charts, graphs, diagrams, photographs, including possible cover art. Select art, write and edit captions.
4. Revise article in conjunction with copy editor, editor and author's corrections.
5. Proofread galleys, help prepare page layouts, check bluelines.
6. Perform these tasks in accordance with production schedule.

Comments: Jeff continues to do a thorough and professional job of editing feature articles. He edited 14 in this period (published Mar. 93 - Feb. 94), which included a disruptive relocation to College Park. Jeff is capable of editing 16 articles a year, which is an average of about 1.3 articles a month.

Major Responsibility 2: Take responsibility for assigned articles

Weight: 15% Rating: 3.0 Weight x Rating: 45

Component tasks:

With regard to assigned feature articles, and in consultation with the editor-in-chief:

1. Get in touch with the author when the outline is due.
2. Seek advice from a referee on the outline
3. Give feedback to the author about the outline.
4. Call the author when the manuscript is due.
5. Evaluate the manuscript
6. Contact a referee

Comments: Jeff took responsibility for the largest number of assigned articles handled by any of the PT staff, often around 13 at a time. In general he handled these in an efficient and productive manner. It would be helpful if he would get into the habit of bringing his list of assigned articles, or relevant pouches, when he is called to a meeting with the Editor and Managing Editor to discuss these responsibilities.

Major Responsibility 3: Support the editorial effort of PT

Weight: 5% Rating: 2.0 Weight x Rating: 10

Component tasks:

1. Read submitted manuscripts at request of the editor and submit a review with regard to the suitability of the manuscript for publication. These manuscripts include feature articles, letters to the editor and opinion pieces.
2. Submit ideas for feature articles and news stories.
3. Attend and participate in staff meetings to develop ideas for articles, news stories, special issues, etc.

Comments:

Jeff reviewed about seven articles in the period between 2/17/93 and 7/8/93 and has made a big improvement on his turnaround time. Jeff does not submit many ideas for feature articles and news stories.

Appraiser's comments: Jeff was asked to improve his rate of editing articles in February 1993 over the succeeding 6-month period, to return reviews of articles faster and to continue taking responsibility for assigned articles. He fulfilled the requirements and was promoted to senior associate editor effective 8/1/93. Jeff elected to relocate to Maryland and has settled in to the new situation. This has been a period of major dislocation for the staff and Jeff has been an important factor in continuing operations at PT. While his production of work has continued to be satisfactory, Jeff has chosen to ignore AIP's requirement that all ACP staff be present between the hours of 9 a.m. and 4 p.m. He arrives typically between 9 a.m. and 10:50 a.m. (see note re 31 January 1994). His justification seems to be that it shouldn't matter, providing he does enough work. If Jeff wants to campaign for different hours, it would be preferable that he accept the existing rules and work to change them, rather than setting a rebellious example to others on the staff.

9/24/97

Jeff,

We welcome constructive and productive contributions from you, but behavior by you that we consider destructive and counterproductive will no longer be tolerated. Your continued interruption at our retreat, after you were instructed to hold your questions and comments until the discussion segment of the agenda, is an example of what we mean. The continuation of such behavior on your part, in the office or at any work-related activity, will not be tolerated.

This notice is to be treated as confidential.

celh

8/24/94 MITG w Jeff Schmidt

Initiative

- Usually Punished
- Seldom Rewarded
- (Note: Jeff gets along w/ GL, others don't)

Hierarchical Structure

- Paranoid symptoms: Fear of Error
- Not allowing choices about subjects to write about
- e.g. Who decides on books to review
- Related to crisis of productivity
- Need empowerment, trust

Advisory Committees

- Not listened to
- Surprised we're paying attention to books

Equations

- Use as illustrations, not text

Don't

- Technical it's different than ^{implications} ~~implications~~

2 Sept. 17
Charles

F.Y.I.

- Jeff

18 August 1997

Steve --

As I have noted in many conversations and memos over the years, I work most efficiently in my job of feature article editing when I have articles at all stages of development. That means, for example, some articles that have just been solicited, some that have been submitted and reviewed, and some that have been revised by the author and are ready to edit.

As you know, our supply of articles in the last category has followed a "feast or famine" pattern -- mostly famine. This has held down my productivity to the point where I cannot afford to take the full 30-day vacation that I recently requested (and that you approved) and still meet my annual article editing goal. So I am thinking about cutting that vacation in half, perhaps, and using the rest of my vacation time at some later date. I won't be able to work out the details until some articles in the last category trickle in and I can draw up a schedule.

As of today, we have received neither of the two manuscripts that I am going to edit for the December issue. I would be working on them now if we had them. The Riordan manuscript, for example, is not expected to arrive until around the time I had planned to go on vacation. And I have no articles that I can edit now for issues following December. I would like to edit two articles for the January issue and two for the February issue, but I will not be able to do that under our usual famine conditions -- I will need to have the manuscripts much earlier than I have been getting them. If today I had four manuscripts ready to edit for those two issues, I could work on all four simultaneously, using my time to greatest advantage. I think you will agree that the magazine should be in a position where such productivity and advance work is routine.

Given the status of the December manuscripts, a 30-day vacation as planned would compromise my ability to edit two articles for that issue. I would like to take a shorter vacation and continue working at home much of the time, as long as that continues to work well. Please let me know if that is OK, and in any case please see how soon I can have four articles that are ready to edit for the January and February issues.

Jeff

D00711

August 19, 1997

Jeff,

It is the responsibility of the article editors at Physics Today to produce finished articles starting from any point in a given article's development.

Thus the responsibility of generating "ready to edit" articles is in part yours. For one example, we had agreed that you would obtain Colson's article on free-electron lasers, and have it edited in case we needed it for an emergency fifth article in the October special issue on the electron; otherwise we could drop it into the magazine a month or two later. Fortunately, we don't need it for the special issue; to my knowledge you have yet to acquire the article.

You were my first choice to edit several articles in late stages of development in the recent past, but turned them all down: Fink (March); Cohn (May; I edited that one, while you edited none that month); Jeanloz to edit with Soulen (August); a second article for October (you were reluctant to take Perl); Kasap for November.

As recently as two months ago, when you wanted to take paternity leave (which I OK'ed), you told me you didn't want any additional articles through the end of this year. As noted above, I offered you some anyway and you turned them down. You expressed no interest in articles, so I left you out of my plans for them.

I understand your special circumstances and once again offer you my heartfelt congratulations on the birth of Joshua Rose. If you are now ready once again to accept the responsibilities that go with feature articles, I can supply you with as many as you want. The articles that are currently "ready to edit" have been assigned to others. Nevertheless, I am sure we can reach a mutually acceptable state of affairs.

A handwritten signature in cursive script, appearing to read "Steve".

2 September 1997

Steve --

Thank you for responding to my note of 18 August 1997, in which I ask for more work -- specifically, more feature-article manuscripts that I can edit for publication in the magazine ahead of deadline. I was dismayed to find that instead of welcoming my request, your response focuses on assigning blame for the lack of such manuscripts and goes on to deny that we have any such deficiency.

You base the first part of your response on the fact that Physics Today staff members do follow-up work with the people whom you have invited to write articles for the magazine. You note that these staff members are therefore "in part" responsible for obtaining manuscripts that are ready to edit for publication. All this is true, but our severe shortage of such manuscripts is not due to deficient solicitation follow-up work by the staff as you imply. The article editors on the staff have, in fact, done a good job of following up on solicited articles -- staying in contact with the authors and working with them to produce the articles that you have asked them to write. If you think you could do better than we do, you should share your secret. For whatever it is worth, my experience is that when a conscientious and hardworking staff is blamed for a long-standing problem, the diagnosis is usually incorrect, and an incorrect diagnosis is an impediment to a real solution. (In my own case, according to my job description, solicitation follow-up has been a small part of my job; but I work at it conscientiously, and on my latest annual review you said that I do above-average work in this area.)

No, the problem is not your staff's lack of competence in its follow-up work with authors. The problem is simply that the magazine has solicited far too few articles. This has had unfortunate consequences, not only for the staff (as my note of 18 August 1997 describes for my case), but also for the magazine's subscribers. In the past three years I doubt that we have had even three months in which we have had a backlog of manuscripts ready to edit. Typically, the editor scrapes each issue together in a near-crisis atmosphere, after a desperate search around the office for manuscripts that may have arrived -- or that are said to be "in the mail." The lineup of articles in most issues of Physics Today is thus dictated by forces beyond our control.

Your listing of manuscripts that you say you offered to me begs the question of giving me more manuscripts that I can edit and prepare for publication, because we did not have the manuscripts on your list. In your own words, they were "in late stages of development." I should point out that even manuscripts that you consider ready to edit often are not. And when the shortage of manuscripts forces us to schedule incomplete manuscripts for near-term publication, we often have to pressure authors to work with us under undo

time pressure. This is unfair to both the author and the Physics Today staff, because it deprives them of the opportunity to do their best and therefore most satisfying work. The largest group to suffer, of course, are the readers. I don't know how many of the articles that you listed fell into that category, because I did not work on those articles.

As I said in my memo of 18 August 1997, I think article editing work is done most efficiently when it is done well ahead of the deadline. So in general I seek to work in advance and am reluctant to take on articles that, due to the shortage, will necessarily have to be done at the last minute, often after I have already scheduled work on other articles and often well after any reasonable deadline for submission. Month after month our work should not consist of "rush jobs" for issues that are upon us. I would have taken on the articles in your list if they had been scheduled for later issues -- or, even better, if they had not yet been scheduled for specific issues. But because of our serious lack of manuscripts, it has almost never been possible to work ahead.

In your response you say that I "agreed" to obtain William Colson's article by a particular date. This cannot be true. There is no way that I or any other Physics Today staff member could credibly "agree" that Colson and his coauthors would finish writing their article by a date that you picked arbitrarily. Only Colson and his coauthors -- all volunteers, remember -- could do that, and they did not. We cannot suddenly and unilaterally spring a short deadline on an author. The most we can do is ask our authors if they can meet such a deadline. Over the years you have asked many authors whether or not they could meet particular deadlines that you had in mind, and you have accepted later deadlines when they told you what they could do. Just because you are now talking to a staff member, rather than directly to the author, doesn't mean you can "just say article" and have it appear.

In the final paragraph of your response to my request for manuscripts, you boast: "I can supply you with as many as you want." This is simply not true. In fact, when we spoke after I received your response, you could not supply even one manuscript that I could edit for the January issue, the February issue or any subsequent issue. Of course, we will eventually come up with something to fill the holes in those issues. But, as usual, that is not likely to happen soon enough to allow us to work ahead. I am sure we could continue to pretend that this *modus operandi* is not a serious problem -- after all, we have managed to get by with it for a number of years. But it takes an unnecessary toll on many people, and so I think we have a moral responsibility to the staff (article editors, editorial assistants, art editor and copy editors), authors and

readers to solve the problem. I think the obvious first step is to admit that we do have a serious shortage of manuscripts and that the shortage leads to the problems that I have described here and in my note of 18 August 1997.

As I mentioned above, solicitation follow-up work has been only a small part of my job -- at least that is what I thought. When I saw how much you emphasized it in your response to my note, I took a look at my job description and noticed that such work was a bigger part of my job than I had remembered. Upon further investigation, however, I discovered that you had altered my job description after the fact to add truth to your claim. Indeed, the altered job description was dated 19 August 1997, the same date carried by your response to my note. For future reference, let me say here that I and other members of the staff prefer an above-board management style, where, for example, important changes are pointed out to people rather than being left for them to discover -- or, perhaps, not discover. In any case, you and I discussed the change in my job description on 25 August 1997, and I agreed to it. Thus, I will increase my solicitation follow-up work by about 2/3 and reduce my article editing by 1 part in 8. (I will continue to spend the large majority of my time on article editing.) Because of my preference for doing things above-board, I asked you to write me a note describing the change in my job description, and I thank you for doing so.

For the record: In your response to my note, you say that you OK'd my request for paternity leave. My recollection is that you neither approved it nor denied it, because I withdrew my request before you responded.

So that we don't wander too far from the original issue, let me repeat that I made my 18 August 1997 request because I felt that I was being held responsible for a particular amount of work (my annual article-editing goal) while being made to work so inefficiently that I could not do that amount of work -- at least not with sufficient time left over to take some time off. My revised job description will lessen slightly my need for ready-to-edit articles, and so should provide some relief in this area.

The Riordan manuscript has just arrived, and I would like to work on it now, so as to finish it as far ahead of the deadline as possible. Unless you tell me otherwise, that is what I will do. Perhaps I will take some vacation time later, depending in part on what other work comes in.

A handwritten signature in dark ink, appearing to be "Jeff", with a long horizontal line extending from the bottom of the signature.

PHYSICS TODAY

from Stephen G. Benka

Jeff, As we discussed,
as of today we are shifting
your job tasks slightly:

Actual editing goes from a
weight of 80% to 70%.

Following up on solicited
articles goes from 15% to 25%.

—Steve
8/25/97

PHYSICS TODAY Memo

To: Jeff Schmidt
From: Steve Benka *SB*
Subject: Performance expectations, sabbatical

October 1, 1998

Through the November 1998 issue, you are well on your way toward meeting the performance plan for articles laid out in your last review, having completed $10\frac{1}{2}$ articles in the current review period. (This credits you with $\frac{1}{2}$ article for your contribution to the May 1998 anniversary issue.)

To avoid misunderstandings, recall my expectations for your performance: A minimum of 18 completed, high-quality articles per year; consistently constructive, helpful, collegial behavior supportive of the overall editorial effort of the magazine.

You have asked for a six-month sabbatical and we would like to accommodate your request. Until a means of covering your workload is found, however, I expect you to continue working to meet your performance goals. Upon returning from a sabbatical, my expectations for you will remain the same.

In the spirit of cooperation, please complete the remainder of this page, keep a copy and return the original to me.

I have read this memo. Initials: _____ Date: _____

Check one:

- ☐ I find this memo acceptable.
☐ I find this memo unacceptable, in whole or in part.

Comments:

Please see attached page.

Jeff

1 October 1998

Steve --

Thank you for recalling your expectations. I again acknowledge that I understand them.

I must note that the May 1998 50th anniversary issue of Physics Today involved a massive amount of work -- reading through old issues of the magazine to identify interesting material, boiling hundreds of pages of selected material (selected by others from a completely different set of old issues) down to just eight pages, identifying and maintaining interesting and coherent themes for those pages, attending poorly organized special meetings, and so on -- equivalent to at least 2 feature articles. Your estimate of 1/2 is very difficult to explain without saying that it appears to be in the spirit of my 1997 performance review. I had hoped that you had gotten beyond that.



Jeff

14 Nov. 94

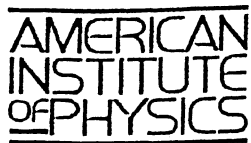
Ken —

I am considering taking a vacation of approximately 13 working days, beginning around 2 Dec. 94. I don't know for sure yet, because I have to coordinate my plans with other people, but I should have more precise dates soon.

-Jeff

AM
11/18/94

cc: SB, DB, OS, AM



A I P INTER-OFFICE MEMORANDUM

TO: Terri Braun
FROM: Steve Benka
DATE: 27 December 1994
RE: Jeff Schmidt

At the end of 1994 Jeff Schmidt expects to have 46.34 unused vacation days. He used fewer vacation days than he might have in 1994 because of the changes that were occurring in this division and because of his interpretation of the memo on carryover of vacation days. Would you please carry over to 1995 all his unused vacation days?

CC: KM, JS, SB

Steve Benka

One Physics Ellipse
College Park, MD 20740-3843

Tel. 301-209-3131
Fax 301-209-3133

E-mail: brodsky@aip.org

June 20, 2000

Jonathan Allen
3 Creek Rim Drive
Titusville, NJ 08560

Dear Dr. Allen:

Thank you for your letter of June 5, 2000 to Randolph Nanna, Publisher of *Physics Today*.

First, I should point out that the American Physical Society (APS) does not publish *Physics Today*. It is published by the American Institute of Physics (AIP). APS is one of the ten Member Societies of AIP. APS played no part in this issue.

As you might suspect, whenever an employee leaves an institution, there are concerns that limit what the former employer can disclose. You have focused on one side of the story as published in the Chronicle. There is another that is different. Although we do not think it is appropriate to discuss the particulars of any employee's situation, let me assure you that we gave careful consideration to the issues and believe that we have acted in the best interests of AIP and the physics community.

I think you should continue to be proud of APS and in turn AIP which has a dedicated, hard working staff serving the physics community. AIP continues to be open to and encouraging of a diversity of opinions.

Sincerely,



Marc H. Brodsky

MHB:mw

cc: R. Nanna

Member Societies:

The American Physical Society
Optical Society of America
Acoustical Society of America
The Society of Rheology
American Association of
Physics Teachers
American Crystallographic
Association
American Astronomical Society
American Association of
Physicists in Medicine
American Vacuum Society
American Geophysical Union

Other Member Organizations:

Sigma Pi Sigma Physics
Honor Society
Society of Physics Students
Corporate Associates

bcc: S. Benka
T. Braun
J. Stith

curiosity about their work, feel less motivated to do it and get less pleasure from it. The emotional numbness inevitably spreads from their work lives into their personal lives. According to Herbert J. Freudenberger, the New York psychologist who coined the term burnout in the mid-1970s, the personal consequences are wide-ranging and profound: cynicism, disconnection, loss of vitality and authenticity, decreased enjoyment of family life, anger, strained relationship with spouse or partner, divorce, obsessive behavior such as "workaholism," chronic fatigue, poor eating habits, neglect of friends, social isolation, loneliness and the list of symptoms goes on. Freudenberger tells me he has seen a big increase in career burnout among professionals in the past twenty years. Ironically, such depression is most likely to hit the most devoted professionals those who have been the most deeply involved in their work. You can't burn out if you've never been on fire.

The problem shows no sign of easing. In fact, the ranks of troubled professionals are swelling as members of Generation X finish school and rack up a few years in the workforce. Many Xers, having observed the unfulfilling work ethic of their baby boom predecessors, want their own working lives to be fun and meaningful from the get-go. Starting out with priorities that took boomers a decade to figure out, but in no better position to act on those priorities, Xers are simply having career crises at an earlier age. Clearly, there is an urgent need to understand why career work so often fails to fulfill its promise.

I argue that the hidden root of much career dissatisfaction is the professional's lack of control over the "political" component of his or her creative work. Explaining this component is a major focus of this book. Today's disillusioned professionals entered their fields expecting to do work that would "make a difference" in the world and add meaning to their lives. In this book I show that, in fact, professional education and employment push people to accept a role in which they do not make a significant difference, a politically subordinate role. I describe how the intellectual boot camp known as graduate or professional school, with its cold-blooded expulsions and creeping indoctrination, systematically grinds down the student's spirit and ultimately produces obedient thinkers highly educated employees who do their assigned work without questioning its goals. I call upon students and professionals to engage in just such questioning, not only for their own happiness, but for society's sake as well.

This book shows that professional education is a battle for the very identity of the individual, as is professional employment. It shows how students and working professionals face intense pressure to compromise their ideals and sideline their commitment to work for a better world. And it explores what individuals can do to resist this pressure, hold on to their values and pursue their social visions. People usually don't think of school and work in terms of such a high-stakes struggle. But if they did, they would be able to explain why so many professional training programs seem more abusive than enlightening, and why so many jobs seem more frustrating than fulfilling.

I decided to write this book when I was in graduate school myself, getting a PhD in physics, and was upset to see many of the best people dropping out or being kicked out. Simply put, those students most concerned about others were the most likely to disappear, whereas their self-centered, narrowly focused peers were set for success. The most friendly, sympathetic and loyal individuals, those who stubbornly continued to value human contact, were handicapped in the competition. They were at a disadvantage not only because their attention was divided, but also because their beliefs about big-picture issues such as justice and social impact caused them to stop, think and question. Their hesitation and contemplation slowed them down, tempered their enthusiasm and drew attention to their deviant priorities,

putting them at a disadvantage relative to their unquestioning, gung-ho classmates. Employers, too, I realized, favored people who kept their concerns about the big picture nicely under control, always in a position of secondary importance relative to the assigned work at hand. Thus I saw education and employment as a self-consistent, but deeply flawed, system. I wrote this book in the hope of exposing the problem more completely and thereby forcing change.

A system that turns potentially independent thinkers into politically subordinate clones is as bad for society as it is for the stunted individuals. It bolsters the power of the corporations and other hierarchical organizations, undermining democracy. As I will explain in detail, it does this by producing people who are useful to hierarchies, and only to hierarchies: uncritical employees ready and able to extend the reach of their employers' will. At the same time, a system in which individuals do not make a significant difference at their point of deepest involvement in society that is, at work undermines efforts to build a culture of real democracy. And in a subordinating system, organizations are more likely to shortchange or even abuse clients, because employees who know their place are not effective at challenging their employers' policies, even when those policies adversely affect the quality of their own work on behalf of clients.

This book is intended for a broad range of professionals, nonprofessionals and students, and for anyone interested in how today's society works. It is for students who wonder why graduate or professional school is so abusive. It is for nonprofessionals who wonder why the professionals at work are so often insufferable, and who want to be treated with greater respect. It is for socially concerned professionals who wonder why their liberal colleagues behave so damn conservatively in the workplace. (Chapter 1 explains how professionals are fundamentally conservative even though liberalism is the dominant ideology in the professions.) It is for individuals who are frustrated by the restrictions on their work and troubled by the resulting role they play or don't play in the world. It is also for those who simply find their careers much less fulfilling than they had expected and aren't exactly sure why.

Disillusioned lawyers, doctors, financial analysts, journalists, teachers, social workers, scientists, engineers and other highly educated employees are looking for a deeper understanding of why their lives are stressful and feel incomplete. My hope is that readers will find such an understanding in these pages, along with effective strategies for corrective action. If you are a professional, coming to understand the political nature of what you do, as part of an honest reassessment of what it really means to be a professional, can be liberating. It can help you recover your long-forgotten social goals and begin to pursue them immediately, giving your life greater meaning and eliminating a major source of stress. It can help you become a savvy player in the workplace and reclaim some lost autonomy. And, ironically, it can help you command greater respect from management and receive greater recognition and reward, without necessarily working harder.

If you are a student, understanding the political nature of professional work can help you hold on to your values and moral integrity as you navigate the minefields of professional training and, later, employment. For students trying to get through professional training intact, this book can serve as something of a survival guide, explaining the frightening experiences and warning of what lies in store.

If you are a nonprofessional, you experience even more lack of control, unfulfilling work, insecurity and other sources of stress than do professionals. As a consequence, the toll on your physical and psychological well-being is even greater than that suffered by professionals. If you want to act individually or collectively to

improve your situation, then it pays to know what makes your professional coworkers tick. Such awareness can help you figure out which people you can trust and how far you can trust them. When professional and nonprofessional employees maintain solidarity in the workplace, they can cover for each other and get more concessions from their employer. But any alliance between unequal partners is doubly risky for the less powerful party in this case the nonprofessionals, who are at the bottom of the workplace hierarchy. By understanding professionals, you reduce the chances of being double-crossed by them. You'll be treated with more respect, too.

Whatever your occupation, you have to deal with a variety of professionals when you are off the job. Most of these professionals work for others, not directly for you. Whether you visit an HMO, send kids to school, request a government service, see a counselor, get assistance from a social worker, deal with a lawyer, file a consumer complaint or contact a local TV station or newspaper, understanding the political nature of professional work will help you get better service. If you are involved in an independent organization working for social change, you have to contend not only with professionals in the corporations or agencies that your group confronts, but also with professionals advising your own organization. Groups that simply trust professionals without truly understanding them are very likely to be misdirected or sold out by those professionals.

And, of course, everyone deals with professionals indirectly, too. For instance, newspapers, magazines, radio and television are filled with supposedly objective news reports, analyses and studies prepared by professionals. What should you believe? To truly understand the output of these or other professionals, you first need to understand the political nature of the professional's role at work.

The political nature of professional work is this book's unifying theme. To make the case that the professional's work is inherently political, I examine not only professionals and what they do (part one: chapters 1 to 6), but also the system that prepares them to do it (part two: chapters 7 to 13) and the battle that one must fight to be politically independent (part three: chapters 14 to 16).

My hope is that whether you are a professional, a nonprofessional or a student, you will find here an unsettling but empowering new way of looking at yourself, your colleagues, the institution that employs or trains you, and society as a whole. This book strives to arm you with a very practical analytical tool that you can use to your advantage in whatever individual and collective struggles you find yourself in as an employee, student, organization member, consumer or citizen.

A note on pronouns. To avoid overuse of phrases such as "he or she," I will use female pronouns in part one and male pronouns in part two (the problem doesn't arise in part three). Today most professionals are women, and the female majority, which stood at 53% in 1997, is growing. Women have long made up large majorities in professions with relatively low social status and salary; thus teachers, social workers, registered nurses and librarians have been said to labor in the subprofessions. But today the proportion of women is increasing throughout the professions. Nearly half the students now in medical school and law school, for example, are women, up from about 9% in 1970.

A note on references. Many of the references listed at the end of each chapter make for fascinating reading. I encourage you to look further into topics in this book that interest you, and so I have given lots of references and have spelled things out to make them as easy as possible to look up. Time spent with these

>>>>>>>>>>>>>>>>>>>

Dear Marc,

I have not read Schmidt's book, and don't want to invest in it, but I understand that he does claim to have written the book on company time. If so, I would appreciate it if you could fax me the relevant page or section. I have no plans to get involved in this matter, but it would be useful for me to know whether his claim is really that outrageous.

Dan

Thanks for your letter, but the firing of Jeff Schmidt was an internal matter at the American Institute of Physics. I am not familiar with the situation but I am familiar with the AIP policies, in which such a personnel decision is not made without very careful consideration.

Dan Kleppner

D00727

From: Daniel Kleppner <kleppner@MIT.EDU>
To: "Marc Brodsky" <brodsky@aip.org>
Date: Wed, Jul 26, 2000 8:45 AM
Subject: Re: Schmidt waves

Marc-

Thanks for sending me the material from the Schmidt book. It paints a portrait of a fundamentally unhappy person. In any case, it is clear that PT was totally justified in dismissing him.

Dan

Dan Kleppner
kleppner@mit.edu

Carroll, Diane (Long Island)

From: Marc Brodsky [brodsky@aip.org]
Sent: Monday, June 05, 2000 8:45 AM
To: Dr. Bernard Khoury
Subject: Re: Fwd: 6/2/2000 Daily Report from The Chronicle of Higher Education

Do not believe al lthat you read.
Marc

>>> Dr. Bernard Khoury 6/2/00 6:04:09 PM >>>
Marc-

Critical news about the "publisher" of PT....

Bernie

Carroll, Diane (Long Island)

From: Marc Brodsky [brodsky@aip.org]
Sent: Tuesday, June 20, 2000 10:24 AM
To: giacomini@nus.edu.sg
Subject: Re: FW: Book That Challenges Office Hierarchies Costs the Author His Day Job

Jeff,
Thanks, for the article.
Yes, I have seen this and I only can say I generally expect people to do their assigned work while employed at AIP.
I still have a sense of humor, but also a sense of fiducial responsibility to AIP and the Member Societies.
Marc

>>> "Giacomini, Alan Jeffrey" <giacomini@nus.edu.sg> 6/17/00 12:34:14 AM
>>> >>>

Jeffrey Giacomini, Visiting Professor
The National University of Singapore
Department of Chemical and Environmental Engineering Block E5, 3rd Floor, Room 45 10 Kent Ridge Crescent
Singapore 119260

Tel (65) 874-8467
Fax (65) 779-1936
giacomini@nus.edu.sg
dialpad ID = giacomini

-----Original Message-----

From: fmorriso@up.net [mailto:fmorriso@up.net]
Sent: Saturday, June 17, 2000 12:47 AM
To: chegaj@nus.edu.sg
Subject: Book That Challenges Office Hierarchies Costs the Author His Day Job

This story from The Chronicle of Higher Education
(<http://chronicle.com>) was forwarded to you from: fmorriso@up.net

The following message was enclosed:
hmmm, the AIP apparently does not have a sense of humor.
faith

Friday, June 2, 2000

Book That Challenges Office Hierarchies Costs the Author His Day Job

By JEFF SHARLET

Jeff Schmidt says his employers at Physics Today disliked his new book, *Disciplined Minds: A Critical Look at Salaried Professionals and the Soul-Battering System That Shapes Their Lives*, so much that they decided to discipline him. In fact, they fired him.

Mr. Schmidt believes the trouble began after his boss, Stephen G. Benka, caught a co-worker reading an item about the book in *The Chronicle*. "She was laughing out loud when my boss came along and asked, 'What's so funny?'" says Mr. Schmidt. Apparently, Mr. Benka was not amused by Mr. Schmidt's statement, quoted from the book, that he'd written *Disciplined Minds* (Rowman & Littlefield) partly on time stolen from work.

"He read it right there, but he didn't laugh," says Mr. Schmidt.

On Wednesday, Mr. Benka asked him to join the publisher, Randolph A. Nanna, for a trip to the human-resources department. There a human-resources professional told him that he was being "terminated with cause" after 19 years at the magazine, during which Mr. Schmidt says he'd consistently received above-average or satisfactory evaluations. Then he was escorted out of the building without being allowed to return to his office.

Neither Mr. Nanna nor Mr. Benka would comment. Theresa C. Braun, director of human resources for the nonprofit American Institute of Physics, which publishes the magazine, said only that Mr. Schmidt "was not terminated because of the [Chronicle] article, nor because of the general content of the book."

Mr. Schmidt, who earned a Ph.D. in physics from the University of California at Irvine, says they told him that the very existence of the book was evidence that he wasn't "fully engaged" at Physics Today.

In fact, Mr. Schmidt's book argues that it is impossible to be "fully engaged" in a hierarchical institution, an argument that would hardly strike most people as new or shocking. The

strength of the book, according to its supporters, lies in its humor and its detailed examination of the particularities of professional life.

"A witty, incisive, original analysis of the politics of professionalism," wrote Michael Berube, an English professor at the University of Illinois at Urbana-Champaign, in a jacket blurb. "Finally, a book that tells it like it is," wrote Stanley Aronowitz, a sociologist at the City University of New York.

Or now, for Mr. Schmidt, how it was.

Chronicle subscribers can read this story on the Web at this address:
<http://chronicle.com/daily/2000/06/2000060201n.htm>

If you would like to have complete access to The Chronicle's Web site, a special subscription offer can be found at:

<http://chronicle.com/4free>

Use the code D00CM when ordering.

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- * via the World-Wide Web, at <http://chronicle.com>
- * via telnet at chronicle.com

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Carroll, Diane (Long Island)

From: Marc Brodsky [brodsky@aip.org]
Sent: Monday, July 17, 2000 6:01 PM
To: kleppner@MIT.EDU
Subject: Re: Schmidt waves

Dan,

Below is the introduction of the book, taken from a public domain web site.

The opening lines are the most relevant.

I have not read the book, but I read the Chronicle of Higher Education article about the book, and then read the introduction to verify the accuracy of the Chronicle info.

Unfortunately in such personnel issues, management is not as free to expound in public about the issue as others are. For both privacy and legal issues we can not respond in detail to the complaints from Jeff's friends.

Since you are a member of the PT Advisory Committee, I can tell you, in confidence, the fundamental issue.

The issue was that Jeff Schmidt claimed to be writing his book on AIP time during a period when he was resisting repeated management efforts to improve his productivity. Further during the period he was apparently writing the book, he was claiming to his manager that he did not have enough time to do all the work we were asking of him. Now we know why. While he always objected, many of his annual evaluations pointed out that he was not meeting the expected goals. I personally feel he was not being honest with us about how he was spending his time.

Regards,

Marc

[illegible]

This book is stolen. Written in part on stolen time, that is. I felt I had no choice but to do it that way. Like millions of others who work for a living, I was giving most of my prime time to my employer. My job simply didn't leave me enough energy for a major project of my own, and no one was about to hire me to pursue my own vision, especially given my irreverent attitude toward employers. I was working in New York City as an editor at a glossy science magazine, but my job, like most professional jobs, was not intellectually challenging and allowed only the most constrained creativity. I knew that if I were not contending with real intellectual challenges and exercising real creativity and if I were not doing anything to shape the world according to my own ideals life would be unsatisfying, not to mention stressful and unexciting. The thought of just accepting my situation seemed insane. So I began spending some office time on my own work, dumped my TV to reappropriate some of my time at home, and wrote this book. Not coincidentally, it is about professionals, their role in society, and the hidden battle over personal identity that rages in professional education and employment.

The predicament I was in will sound painfully familiar to many professionals. Indeed, generally speaking, professionals today are not happy campers. After years of worshipping work, many seemingly successful professionals are disheartened and burned out, not because of their 70-hour workweeks, but because their salaries are all they have to show for their life-consuming efforts. They long for psychic rewards, but their employers' emphasis on control and the bottom line is giving them only increased workloads, closer scrutiny by management and unprecedented anxiety about job security. In this way the cold reality of employer priorities has led to personal crises for many of this country's 20 million professionals.

Burned-out professionals may not be immediately obvious to the casual observer, because typically they stay on the job and maintain their usual high level of output. But they feel like they are just going through the motions. They have less genuine curiosity about their work, feel less motivated to do it and get less pleasure from it. The emotional numbness inevitably spreads from their work lives into their personal lives. According to Herbert J.

Freudenberger, the New York psychologist who coined the term burnout in the mid-1970s, the personal consequences are wide-ranging and profound: cynicism, disconnection, loss of vitality and authenticity, decreased enjoyment of family life, anger, strained relationship with spouse or partner, divorce, obsessive behavior such as "workaholism," chronic fatigue, poor eating habits, neglect of friends, social isolation, loneliness and the list of symptoms goes on. Freudenberger tells me he has seen a big increase in career burnout among professionals in the past twenty years. Ironically, such depression is most likely to hit the most devoted professionals those who have been the most deeply involved in their work. You can't burn out if you've never been on fire.

The problem shows no sign of easing. In fact, the ranks of troubled professionals are swelling as members of Generation X finish school and rack up a few years in the workforce. Many Xers, having observed the unfulfilling work ethic of their baby boom predecessors, want their own working lives to be fun and meaningful from the get-go. Starting out with priorities that took boomers a decade to figure out, but in no better position to act on those priorities, Xers are simply having career crises at an earlier age. Clearly, there is an urgent need to understand why career work so often fails to fulfill its promise.

I argue that the hidden root of much career dissatisfaction is the professional's lack of control over the "political" component of his or her creative work. Explaining this component is a major focus of this book. Today's disillusioned professionals entered their fields expecting to do work that would "make a difference" in the world and add meaning to their lives. In this book I show that, in fact, professional education and employment push people to accept a role in which they do not make a significant difference, a politically subordinate role. I describe how the intellectual boot camp known as graduate or professional school, with its cold-blooded expulsions and creeping indoctrination, systematically grinds down the student's spirit and ultimately produces obedient thinkers highly educated employees who do their assigned work without questioning its goals. I call upon students and professionals to engage in just such questioning, not only for their own happiness, but for society's sake as well.

This book shows that professional education is a battle for the very identity of the individual, as is professional employment. It shows how students and working professionals face intense pressure to compromise their ideals and sideline their commitment to work for a better world. And it explores what individuals can do to resist this pressure, hold on to their values and pursue their social visions. People usually don't think of school and work in terms of such a high-stakes struggle. But if they did, they would be able to explain why so many professional training programs seem more abusive than enlightening, and why so many jobs seem more frustrating than fulfilling.

I decided to write this book when I was in graduate school myself, getting a PhD in physics, and was upset to see many of the best people dropping out or being kicked out. Simply put, those students most concerned about others were the most likely to disappear, whereas their self-centered, narrowly focused peers were set for success. The most friendly, sympathetic and loyal individuals, those who stubbornly continued to value human contact, were handicapped in the competition.

They were at a disadvantage not only because their attention was divided, but also because their beliefs about big-picture issues such as justice and social impact caused them to stop, think and question. Their hesitation and contemplation slowed them down, tempered their enthusiasm and drew attention to their deviant priorities, putting them at a disadvantage relative to their unquestioning, gung-ho classmates.

Employers, too, I realized, favored people who kept their concerns about the big picture nicely under control, always in a position of secondary importance relative to the assigned work at hand. Thus I saw education and employment as a self-consistent, but deeply flawed, system. I wrote this book in the hope of exposing the problem more completely and thereby forcing change.

A system that turns potentially independent thinkers into politically subordinate clones is as bad for society as it is for the stunted individuals. It bolsters the power of the corporations and other hierarchical organizations, undermining democracy.

As I will explain in detail, it does this by producing people who are useful to hierarchies, and only to hierarchies: uncritical employees ready and able to extend the reach of their employers' will. At the same time, a system in

which individuals do not make a significant difference at their point of deepest involvement in society that is, at work undermines efforts to build a culture of real democracy.

And in a subordinating system, organizations are more likely to shortchange or even abuse clients, because employees who know their place are not effective at challenging their employers' policies, even when those policies adversely affect the quality of their own work on behalf of clients.

This book is intended for a broad range of professionals, nonprofessionals and students, and for anyone interested in how today's society works. It is for students who wonder why graduate or professional school is so abusive. It is for nonprofessionals who wonder why the professionals at work are so often insufferable, and who want to be treated with greater respect. It is for socially concerned professionals who wonder why their liberal colleagues behave so damn conservatively in the workplace. (Chapter 1 explains how professionals are fundamentally conservative even though liberalism is the dominant ideology in the professions.) It is for individuals who are frustrated by the restrictions on their work and troubled by the resulting role they play or don't play in the world. It is also for those who simply find their careers much less fulfilling than they had expected and aren't exactly sure why.

Disillusioned lawyers, doctors, financial analysts, journalists, teachers, social workers, scientists, engineers and other highly educated employees are looking for a deeper understanding of why their lives are stressful and feel incomplete. My hope is that readers will find such an understanding in these pages, along with effective strategies for corrective action. If you are a professional, coming to understand the political nature of what you do, as part of an honest reassessment of what it really means to be a professional, can be liberating. It can help you recover your long-forgotten social goals and begin to pursue them immediately, giving your life greater meaning and eliminating a major source of stress. It can help you become a savvy player in the workplace and reclaim some lost autonomy. And, ironically, it can help you command greater respect from management and receive greater recognition and reward, without necessarily working harder.

If you are a student, understanding the political nature of professional work can help you hold on to your values and moral integrity as you navigate the minefields of professional training and, later, employment. For students trying to get through professional training intact, this book can serve as something of a survival guide, explaining the frightening experiences and warning of what lies in store.

If you are a nonprofessional, you experience even more lack of control, unfulfilling work, insecurity and other sources of stress than do professionals. As a consequence, the toll on your physical and psychological well-being is even greater than that suffered by professionals. If you want to act individually or collectively to improve your situation, then it pays to know what makes your professional coworkers tick. Such awareness can help you figure out which people you can trust and how far you can trust them. When professional and nonprofessional employees maintain solidarity in the workplace, they can cover for each other and get more concessions from their employer. But any alliance between unequal partners is doubly risky for the less powerful party in this case the nonprofessionals, who are at the bottom of the workplace hierarchy. By understanding professionals, you reduce the chances of being double-crossed by them. You'll be treated with more respect, too.

Whatever your occupation, you have to deal with a variety of professionals when you are off the job. Most of these professionals work for others, not directly for you. Whether you visit an HMO, send kids to school, request a government service, see a counselor, get assistance from a social worker, deal with a lawyer, file a consumer complaint or contact a local TV station or newspaper, understanding the political nature of professional work will help you get better service. If you are involved in an independent organization working for social change, you have to contend not only with professionals in the corporations or agencies that your group confronts, but also with professionals advising your own organization. Groups that simply trust professionals without truly understanding them are very likely to be misdirected or sold out by those professionals.

Carroll, Diane (Long Island)

From: Marc Brodsky [brodsky@aip.org]
Sent: Thursday, August 31, 2000 10:05 PM
To: kcollins@lfjennings.com
Subject: Re: Th Schmidt Affair

Dear Mr. Collins,

Unfortunately employers are more constrained than most in their ability to comment about an individual employee and any reasons for termination.

For the most part I feel that is good because it protects individual privacy.

You will have to deal with the publicly available facts and deduce your own conclusions.

AIP has commented in response to some specific questions from the press but we have not issued any detailed statement.

Sincerely,

Marc Brodsky

>>> Ken Collins <kcollins@lfjennings.com> 08/31/00 12:59PM >>>

Dr. Brodsky,

I am a student of Project Management at GWU and read the story posted by Denis Cioffi on his website. I am curious to know your side of the story.

Have you sent or published a response to his article?

Sincerely,

Ken Collins

Carroll, Diane (Long Island)

From: Marc Brodsky [brodsky@aip.org]
Sent: Monday, January 22, 2001 8:20 AM
To: Rimagat@aol.com
Subject: Re: Schmidt case

Dear ???,

Since you did not sign your email, I do not know who you are.

Unfortunately employers are more constrained than most in their ability to comment about an individual employee and any reasons for termination.

For the most part I feel that is good because it protects individual privacy.

You will have to deal with the publicly available facts and deduce your own conclusions.

I do not think your words "unprofessional," "reprehensible," or "staff environment bordering on the totalitarian" are appropriate, accurate or descriptive of Physics Today or AIP.

Marc Brodsky

>>> <Rimagat@aol.com> 1/21/01 8:05:24 PM >>>

Dr. Brodsky, as relayed to me by friends of Jeffrey Schmidt, AIP's actions strike me as unprofessional and reprehensible, and the reported staff environment bordering on the totalitarian.

Many years ago I did some science writing and became familiar with AIP, mainly through its late public relations executive, Eugene Kone. I had a very positive view of the organization.

If your view of the situation differs from the friends of Schmidt, I would welcome having the facts.

Carroll, Diane (Long Island)

From: Marc Brodsky [brodsky@aip.org]
Sent: Tuesday, January 23, 2001 7:32 PM
To: Rimagat@aol.com
Subject: Re: Schmidt case

Dear Mr. Magat,

1) I only wish that I had the freedom of fear from lawsuits so I could do as you say about consulting with lawyers.
2) I truly believe that employers should show some restraint in commenting about the reasons for an employee's dismissal. In general, that it is not a suitable issue to discuss in public. Maybe there can be exceptions, but as of now, I do not think this case is one.

Marc

>>> <Rimagat@aol.com> 1/22/01 6:51:24 PM >>>

As to signing my e-mail, I'm new at cybertalk. I thought my name was attached to my e-mail name. In any case, I think you are too tightly construing conventions about commenting on dismissals of this sort. Perhaps you should consult the constituents of AIP instead of your lawyers. Richard Magat

Carroll, Diane (Long Island)

From: Marc Brodsky [brodsky@aip.org]
Sent: Tuesday, January 23, 2001 7:39 PM
To: fmdolan@socrates.Berkeley.EDU
Subject: Re: Jeff Schmidt

Dear Prof Dolan,
I appreciate the thoughtfulness of your email.
I must say, I agree most with what you say in you opening paragraph.

Unfortunately employers are more constrained than most in their ability to comment about an individual employee and any reasons for termination.
For the most part I feel that is good because it protects individual privacy. You will have to deal with the publicly available facts and deduce your own conclusions. However, I believe AIP acted after careful considerations of many facts and not just the ones you cited.
Sincerely,
Marc Brodsky

>>> "Frederick M. Dolan" <fmdolan@socrates.Berkeley.EDU> 1/22/01
>>> 11:38:37 PM >>>
To Marc Brodsky, via email
Executive Director
American Institute of Physics
One Physics Ellipse
College Park, Maryland 20740

Dear Dr. Brodsky:

Ordinarily, I would never think of intervening in cases involving hiring and firing in organizations with which I am unfamiliar. I appreciate the complexity of such decisions and understand that they can be difficult for outsiders to understand.

In the matter of Jeff Schmidt's dismissal from his position at Physics Today, I feel that I must protest. I have known Jeff for almost 25 years, and know him to be a man whose integrity and skill are simply above reproach. Whatever suggestions he may have had for Physics Today were, I am certain, well worth considering. While the American Institute of Physics may not appreciate the perspectives he brings to bear on its operations, you surely must know that issues such as diversity, staff participation, and the like, are not going to go away. To suggest that taking some time on one's job to work on a book (if that is indeed what Jeff did) is a firing offense is, to put it crudely, Neanderthal. I should think, on the contrary, that Physics Today would be eager to take credit for nurturing the author of an excellent and incisive inquiry into the state of the discipline.

The concerns Jeff articulates are part of American life; they are here to stay. Firing Jeff, under the circumstances, is all too transparent an act, and is not likely to wash, anywhere, with anyone.

Sincerely yours,

Frederick M. Dolan

--

Professor Frederick M. Dolan
University of California at Berkeley
7325 Dwinelle Hall
Department of Rhetoric
MC 2670
Berkeley CA 94720-2670

telephone 510/642-3041
Fax 510/642-8881
email fmdolan@socrates.berkeley.edu
homepage <http://socrates.berkeley.edu/~fmdolan>

Carroll, Diane (Long Island)

From: Marc Brodsky [brodsky@aip.org]
Sent: Friday, August 24, 2001 10:15 AM
To: aa978769@rrpac.upr.clu.edu
Subject: Re: Physicist fired for writing book

Dear Mr. Bhaskar,

There are good policy and legal reasons to respect an employee's privacy. This makes it difficult for an employer to make a public comment on a termination and is a major reason that AIP has not issued a public statement on the termination that you question.

The ex-employee has raised arguments like those in your letter before the National Labor Relations Board. His petitions to the NLRB have been repeatedly and finally denied at every level.

In your letter, a big deal is made of the fact that AIP did not try to deny him unemployment benefits. That's what the State of Maryland ruling means. AIP did not think it appropriate to try to deny him such benefits.

The basic fact is that he violated our trust and wrote his book on what he self-described as stolen time. He never told AIP about such activity. I took him at his word that it was stolen time. Even if, as he claimed after the fact, there was an element of jest in it, such an inflammatory comment is neither good for the morale of other hard working editors nor for the tradition of truth and accuracy from Physics Today editors. Virtually all other editors at Physics Today have steadily have increased their productivity in recent years while the ex-employee resisted such initiatives saying, inter alia, there were not enough hours in the day for him to do so. I now know why. Such behavior is not what Physics Today needs in an editor and that is why he was terminated. He was not fired for what was expressed in the book other than the opening lines of the introduction which had the claim about "stone time." In fact, I never read the rest of the book before the termination.

Eventually AIP may be forced to issue a public statement. Meanwhile, I hope you find the above remarks responsive.

Thanks for your interest,
Marc Brodsky

>>> "S. Bhaskar" <aa978769@rrpac.upr.clu.edu> 08/23/01 11:10AM >>>
The letter...

To: Marc H. Brodsky
Executive Director and CEO
American Institute of Physics
One Physics Ellipse
College Park, Maryland 20740

Dear Dr. Brodsky:

As physicists and other scientists concerned about freedom of expression in the science community, we were troubled to learn of your dismissal of Jeff Schmidt, who had been an articles editor at Physics Today magazine for over 19 years.

As we understand it, you fired Jeff after you saw his book, Disciplined Minds, and in particular after you learned

that Jeff had used some of his spare time at the office for critical writing about education and employment in physics and other fields.

While we do not necessarily agree with Jeff's views about the situation of physicists and other salaried professionals, and do not expect you to, we believe that free debate within the physics community is healthy. We expect you to encourage it, not stifle it, especially because physicists are known for speaking out when physicists internationally are punished for expressing their views. Your actions as head of the American Institute of Physics help to shape society's view of the physics community. We urge you to reconsider your decision, and offer to reinstate Jeff as an editor at Physics Today.

We ask that you publish this letter in Physics Today, to bring our concerns to the attention of the wider physics community.

Sincerely,

(This letter expresses the views of the undersigned; affiliations are listed for identification only. Those of us whose names are marked with asterisks worked with Jeff directly, as he edited our articles for publication in Physics Today, and can attest that he does excellent, conscientious work.)

S. Bhaskar
Ph.D Graduate Student
University of Puerto Rico,
San Juan, PR-00931.

Srinivasan.Bhaskar, Tel: 1-787-764-0000-1-Extn: 5188(Lab)
P.O.Box No: 23343, 1-787-764-7134 (Room)
Department of Physics, E-mail:<aa978769@rrpac.upr.clu.edu>
University of Puerto Rico, <baski123@hotmail.com>
Rio Piedras campus,
San Juan, PR - 00931-3343.

Not everything that can be counted counts, and not everything that counts
can be counted. -- Einstein

It's not the load that breaks you down, it's the way you carry it.

Carroll, Diane (Long Island)

From: Marc Brodsky [brodsky@aip.org]
Sent: Friday, August 24, 2001 10:21 AM
To: rgreene@uno.edu
Subject: Re: (no subject)

Dear Mr, Greene,

There are good policy and legal reasons to respect an employee's privacy. This makes it difficult for an employer to make a public comment on a termination and is a major reason that AIP has not issued a public statement on the termination that you question.

The ex-employee has raised arguments like those in your letter before the National Labor Relations Board. His petitions to the NLRB have been repeatedly and finally denied at every level.

In your letter, a big deal is made of the fact that AIP did not try to deny him unemployment benefits. That's what the State of Maryland ruling means. AIP did not think it appropriate to try to deny him such benefits.

The basic fact is that he violated our trust and wrote his book on what he self-described as stolen time. He never told AIP about such activity. I took him at his word that it was stolen time. Even if, as he claimed after the fact, there was an element of jest in it, such an inflammatory comment is neither good for the morale of other hard working editors nor for the tradition of truth and accuracy from Physics Today editors. Virtually all other editors at Physics Today have steadily have increased their productivity in recent years while the ex-employee resisted such initiatives saying, inter alia, there were not enough hours in the day for him to do so. I now know why. Such behavior is not what Physics Today needs in an editor and that is why he was terminated. He was not fired for what was expressed in the book other than the opening lines of the introduction which had the claim about "stone time." In fact, I never read the rest of the book before the termination.

Eventually AIP may be forced to issue a public statement. Meanwhile, I hope you find the above remarks responsive.

Thanks for your interest,
Marc Brodsky

>>> ron greene <rgreene@uno.edu> 08/24/01 09:47AM >>>

I was extremely disturbed to read about the termination of writer Jeff Schmidt. The MANNER of his termination is most troublesome since there does not appear to be any attempt at due process. The APPEARANCE that the termination was due to Schmidt's activities on the part of employess

is also of much concern. I also feel that his not being allowed to return to his office to collect personal items at the time of his dismissal is an outrage.

Ron Greene

Carroll, Diane (Long Island)

From: Marc Brodsky [brodsky@aip.org]
Sent: Friday, August 24, 2001 10:22 AM
To: tom@research.att.com
Subject: re: Physicist fired for writing book

Dear Dr. Killian

There are good policy and legal reasons to respect an employee's privacy. This makes it difficult for an employer to make a public comment on a termination and is a major reason that AIP has not issued a public statement on the termination that you question.

The ex-employee has raised arguments like those in your letter before the National Labor Relations Board. His petitions to the NLRB have been repeatedly and finally denied at every level.

In your letter, a big deal is made of the fact that AIP did not try to deny him unemployment benefits. That's what the State of Maryland ruling means. AIP did not think it appropriate to try to deny him such benefits.

The basic fact is that he violated our trust and wrote his book on what he self-described as stolen time. He never told AIP about such activity. I took him at his word that it was stolen time. Even if, as he claimed after the fact, there was an element of jest in it, such an inflammatory comment is neither good for the morale of other hard working editors nor for the tradition of truth and accuracy from Physics Today editors. Virtually all other editors at Physics Today have steadily have increased their productivity in recent years while the ex-employee resisted such initiatives saying, inter alia, there were not enough hours in the day for him to do so. I now know why. Such behavior is not what Physics Today needs in an editor and that is why he was terminated. He was not fired for what was expressed in the book other than the opening lines of the introduction which had the claim about "stone time." In fact, I never read the rest of the book before the termination.

Eventually AIP may be forced to issue a public statement. Meanwhile, I hope you find the above remarks responsive.

Thanks for your interest,
Marc Brodsky

>>> <tom@research.att.com> 08/24/01 09:44AM >>>

>Perhaps even more incredibly, Physics Today also banned private
>conversations in the workplace, announcing that all conversations
>between staff members must be open to monitoring by managers. In light
>of this history, Physics Today's response to Disciplined Minds is less surprising.

if not a complete fabrication, this story is very disturbing.
what is the management of physics today trying to accomplish?
improve staff morale? prevent security leaks to springer?
dissuade physics grad students from going into social science?
as a long-time member of the aps, i am appalled that we seem to have paranoid fascists running our magazine.

tom killian
at&t labs
aps member no. ki161615

Carroll, Diane (Long Island)

From: Marc Brodsky [brodsky@aip.org]
Sent: Friday, August 24, 2001 10:24 AM
To: greg.mckenna@coe.ttu.edu
Subject: Re: Jeff Schmidt

Greg,
Here it is.

There are good policy and legal reasons to respect an employee's privacy. This makes it difficult for an employer to make a public comment on a termination and is a major reason that AIP has not issued a public statement on the termination that you question.

The ex-employee has raised arguments like those in your letter before the National Labor Relations Board. His petitions to the NLRB have been repeatedly and finally denied at every level.

In your letter, a big deal is made of the fact that AIP did not try to deny him unemployment benefits. That's what the State of Maryland ruling means. AIP did not think it appropriate to try to deny him such benefits.

The basic fact is that he violated our trust and wrote his book on what he self-described as stolen time. He never told AIP about such activity. I took him at his word that it was stolen time. Even if, as he claimed after the fact, there was an element of jest in it, such an inflammatory comment is neither good for the morale of other hard working editors nor for the tradition of truth and accuracy from Physics Today editors. Virtually all other editors at Physics Today have steadily have increased their productivity in recent years while the ex-employee resisted such initiatives saying, inter alia, there were not enough hours in the day for him to do so. I now know why. Such behavior is not what Physics Today needs in an editor and that is why he was terminated. He was not fired for what was expressed in the book other than the opening lines of the introduction which had the claim about "stone time." In fact, I never read the rest of the book before the termination.

Eventually AIP may be forced to issue a public statement. Meanwhile, I hope you find the above remarks responsive.

Thanks for your interest,
Marc

>>> "Gregory B. McKenna" <greg.mckenna@coe.ttu.edu> 08/24/01 08:46AM >>>
Marc,

What is your side of the Jeff Schmidt chronicle?

Thanks,

Greg
+++++

Gregory B. McKenna
Chair, Department of Chemical Engineering and John R. Bradford Chair in Engineering Texas Tech University
Lubbock, TX 79409-3121
PH: 806-742-4136
FAX: 806-742-3552

e-mail: greg.mckenna@coe.ttu.edu

<http://www.che.ttu.edu/Faculty/mckenna/mckenna.htm>

+++++

Carroll, Diane (Long Island)

From: Marc Brodsky [brodsky@aip.org]
Sent: Friday, August 24, 2001 10:26 AM
To: rmayo@eos.ncsu.edu
Subject: Re: Jeff Schmidt

Dear RMM,

There are good policy and legal reasons to respect an employee's privacy. This makes it difficult for an employer to make a public comment on a termination and is a major reason that AIP has not issued a public statement on the termination that you question.

The ex-employee has raised arguments like those in your letter before the National Labor Relations Board. His petitions to the NLRB have been repeatedly and finally denied at every level.

In your letter, a big deal is made of the fact that AIP did not try to deny him unemployment benefits. That's what the State of Maryland ruling means. AIP did not think it appropriate to try to deny him such benefits.

The basic fact is that he violated our trust and wrote his book on what he self-described as stolen time. He never told AIP about such activity. I took him at his word that it was stolen time. Even if, as he claimed after the fact, there was an element of jest in it, such an inflammatory comment is neither good for the morale of other hard working editors nor for the tradition of truth and accuracy from Physics Today editors. Virtually all other editors at Physics Today have steadily have increased their productivity in recent years while the ex-employee resisted such initiatives saying, inter alia, there were not enough hours in the day for him to do so. I now know why. Such behavior is not what Physics Today needs in an editor and that is why he was terminated. He was not fired for what was expressed in the book other than the opening lines of the introduction which had the claim about "stone time." In fact, I never read the rest of the book before the termination.

Eventually AIP may be forced to issue a public statement. Meanwhile, I hope you find the above remarks responsive.

Thanks for your interest,
Marc Brodsky

>>> "Robert M. Mayo" <rmayo@eos.ncsu.edu> 08/24/01 08:37AM >>>

Every book is STOLEN! That is the only way that new literature appears in the physical sciences. If it were not for workplace allowances (and what should be encouragement) no one, save retirees, would write new texts.

On second thought, perhaps your actions were justified.

In fact, you may have taken your actions to the logical conclusion by buying up every copy in print and having a ritual book burning.

Signed, an anti-establishment physicist, embarrassed by your actions.

RMM

Carroll, Diane (Long Island)

From: David Waller ["dwaller@acpgate.acp.org"]
Sent: Friday, August 24, 2001 10:25 AM
To: brodsky@aip.org
Cc: SpeechRights@aol.com
Subject: Dubious dismissal of Jeff Schmidt

Attachments: Header



Header (1 KB)

Dr. Brodsky,

I was very disturbed to hear about Physics Today's treatment of Jeff Schmidt. Your censorship and dismissal of a dissenting voice in our community is undemocratic and unlawful. I will not renew my Physics Today membership (and APS membership) if this wrong is not righted. I will also recommend to my colleagues at my department that they do likewise.

Regretfully,
David Waller

* David Waller *
* Department of Physics *
* Carleton University *
* Ottawa, Ontario, Canada *
* K1S 5B6 *
* *****

Carroll, Diane (Long Island)

From: Marc Brodsky [brodsky@aip.org]
Sent: Friday, August 24, 2001 10:29 AM
To: mturyn@world.std.com
Subject: Re: Employment controversy

Dear Dr. Turyn,

Our behavior was in no way repressive.

There are good policy and legal reasons to respect an employee's privacy. This makes it difficult for an employer to make a public comment on a termination and is a major reason that AIP has not issued a public statement on the termination that you question.

The ex-employee has raised arguments like those in those circulating letter before the National Labor Relations Board. His petitions to the NLRB have been repeatedly and finally denied at every level.

In the letter, a big deal is made of the fact that AIP did not try to deny him unemployment benefits. That's what the State of Maryland ruling means. AIP did not think it appropriate to try to deny him such benefits.

The basic fact is that he violated our trust and wrote his book on what he self-described as stolen time. He never told AIP about such activity. I took him at his word that it was stolen time. Even if, as he claimed after the fact, there was an element of jest in it, such an inflammatory comment is neither good for the morale of other hard working editors nor for the tradition of truth and accuracy from Physics Today editors. Virtually all other editors at Physics Today have steadily have increased their productivity in recent years while the ex-employee resisted such initiatives saying, inter alia, there were not enough hours in the day for him to do so. I now know why. Such behavior is not what Physics Today needs in an editor and that is why he was terminated. He was not fired for what was expressed in the book other than the opening lines of the introduction which had the claim about "stone time." In fact, I never read the rest of the book before the termination.

Eventually AIP may be forced to issue a public statement. Meanwhile, I hope you find the above remarks responsive.

Thanks for your interest,
Marc Brodsky

>>> "M. Turyn" <mturyn@world.std.com> 08/24/01 07:47AM >>>

As a long-time AIP member, I am writing to express my dissatisfaction with what at least prima facie appears to be revenge against a talented malcontent, that is of course Jeff Schmidt. Every successful person I have met has done at least a little personal work at her desk, and I am given to understand that such is not unusual at "Physics Today" among staffers who have not yet been fired.

In addition, I find the original gag order imposed on your remaining employees to be distasteful in the extreme.

I, of course, have not heard your side of the story, but I'm afraid I find Mr Schmidt's account entirely believable...if so, this is the sort of behaviour we used to deplore in the old Soviet Union, or America in the throes of loyalty-oath lunacy. I'm sorry if retaining Jeff Schmidt were to mean keeping a valuable employee with whom you might not agree on some matters, or whom you might believe to have some more personal onus, but if we as physicists cannot learn to value competency at the job-at-hand over other elements, who are we?

That is all to say: I expected better of physicists than such nonsense; its presence seems only to confirm

Schmidt's point.

I will remain,

Yours, sincerely,

--Michael Turyn, Ph.D.

Carroll, Diane (Long Island)

From: Marc Brodsky [brodsky@aip.org]
Sent: Friday, August 24, 2001 10:31 AM
To: nathan@ece.umn.edu
Subject: Re: Physicist fired for writing book

Dear Marshall,
Here is our response. He overstepped his bounds.
Marc

There are good policy and legal reasons to respect an employee's privacy. This makes it difficult for an employer to make a public comment on a termination and is a major reason that AIP has not issued a public statement on the termination that you question.

The ex-employee has raised arguments like those in your letter before the National Labor Relations Board. His petitions to the NLRB have been repeatedly and finally denied at every level.

In your letter, a big deal is made of the fact that AIP did not try to deny him unemployment benefits. That's what the State of Maryland ruling means. AIP did not think it appropriate to try to deny him such benefits.

The basic fact is that he violated our trust and wrote his book on what he self-described as stolen time. He never told AIP about such activity. I took him at his word that it was stolen time. Even if, as he claimed after the fact, there was an element of jest in it, such an inflammatory comment is neither good for the morale of other hard working editors nor for the tradition of truth and accuracy from Physics Today editors. Virtually all other editors at Physics Today have steadily have increased their productivity in recent years while the ex-employee resisted such initiatives saying, inter alia, there were not enough hours in the day for him to do so. I now know why. Such behavior is not what Physics Today needs in an editor and that is why he was terminated. He was not fired for what was expressed in the book other than the opening lines of the introduction which had the claim about "stone time." In fact, I never read the rest of the book before the termination.

Eventually AIP may be forced to issue a public statement. Meanwhile, I hope you find the above remarks responsive.

Thanks for your interest,
Marc Brodsky

>>> test <nathan@ece.umn.edu> 08/24/01 07:32AM >>>
Hi Marc,
This sounds bad. Is it true? What is going on?
Marshall

At 11:42 PM 8/23/2001 -0700, you wrote:

>Dear fellow scientist,
>

>As you may have heard, Physics Today magazine recently gave a very
>punishing review to a book written by physicist Jeff Schmidt: The
>magazine fired him.

>
>Jeff was a staff editor at Physics Today for 19 years -- until his

>supervisors saw Disciplined Minds (Rowman & Littlefield, 2000), a
>thought-provoking critique of workplace hierarchy and the politically
>subordinate role of salaried professionals. The book uses physicists
>and physics graduate school to help illustrate points about
>professionals and professional training in general.

>

>Within days of learning about his irreverent book, the higher-ups at
>Physics Today dismissed Jeff summarily, apparently using the book as an
>opportunity to retaliate against him for his workplace activism and to
>ignore his widely praised work for the magazine. Details of Jeff's
>firing are given in the statement below, and can also be found on the
>Web at <http://disciplined-minds.com>

>

>Please join us in protesting Jeff's dismissal, by adding your name to
>the letter below. We will send the letter to Marc H. Brodsky,
>Executive Director and CEO of the American Institute of Physics, which
>publishes Physics Today, and we will also post it on the Web.

>

>To add your name to the letter, please send an e-mail message to
>SpeechRights@aol.com. Include your name and an affiliation, such as
>your department and institution. Please ask others to add their names, too.

>

>You can also write directly to Marc Brodsky, at brodsky@aip.org. If
>you do, please send a copy of your letter to SpeechRights@aol.com so
>that it can be posted on the Web. We may send you updates on this
>issue (if you prefer not to receive them, just let us know).

>

>Your support will make a big difference.

>

>Sincerely,

>

>Talat Rahman
>Fellow of the American Physical Society University Distinguished
>Professor Department of Physics Kansas State University

>

>George F. Reiter
>Professor of Physics
>University of Houston

>

>Michael A. Lee
>Professor of Physics
>Kent State University

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>

>Background info about Jeff Schmidt and Disciplined Minds

>

>By Chris Mohr and Jean Kumagai
>Former Physics Today staff members

>

>In *Disciplined Minds*, Jeff Schmidt challenges professionals to view
>their role in society in a new and unsettling way. He argues that
>professional work has both technical and political components, and that
>salaried professionals are expected to be technically creative but
>politically subordinate. In particular, they are expected to work
>creatively to further their employers' world view rather than their
>own. Such subordination does not occur without a fight, the book
>maintains, and so the workplace becomes a battleground for the very
>identity of the individual, as does graduate school, where professionals are trained.

>
>Jeff has a PhD in physics from the University of California, Irvine,
>and he draws many of his examples from the predicament of employed
>physicists and physics graduate students. (In one chapter, he examines
>the physics PhD qualifying examination and shows how the seemingly
>value-neutral test identifies candidates who have the "right attitude"
>about their
>work.) His book details the battle one must fight to be an independent
>thinker and to advance one's own social vision in today's corporate
>society. It offers advice on how to make employment more than an
>exercise in knowing your place, and how to make graduate school more
>than an abusive "intellectual bootcamp" that breaks the individual in
>to playing a conventional role. You can avoid the cynicism and
>intellectual timidity that afflicts so many professional employees, he
>says, but doing so is not easy, and he discusses how it can be done.

>
>While at *Physics Today*, Jeff played the most prominent role in staff
>efforts to improve working conditions, increase staff participation in
>decision-making, and broaden the range of viewpoints allowed in the
>magazine. He also led an effort to force *Physics Today* to live up to
>its advertised claim of being an affirmative-action employer, noting
>that the magazine was hiring and training only whites as editors, a
>pattern that eventually left the magazine with an all-white staff of 16
>professionals and a non-white secretarial staff of 3.

>
>In firing Jeff, the managers at *Physics Today* cited a statement, at the
>beginning of *Disciplined Minds*, that he had done some work on the book
>in his office. Such use of time constitutes "misconduct," they said.
>But to those familiar with the *Physics Today* workplace, this charge
>looks more like a pretext to get rid of someone who was persistently
>pressing for changes in workplace policies. Indeed, the fact that the
>magazine's managers dismissed Jeff after so many years of service not
>only without a hearing, but also without asking him a single question
>about his work on the book, suggests that they were looking for an opportunity to remove him.

>
>By the time *Disciplined Minds* was published, *Physics Today*'s managers
>had already tried unsuccessfully to silence Jeff with repressive
>measures just short of dismissal. At one point, for example, they put
>gag orders on Jeff and another outspoken staff editor, warning that
>they would be fired if they said anything "counterproductive." These
>orders were eventually lifted due to pressure from coworkers. Perhaps

>even more incredibly, Physics Today also banned private conversations
>in the workplace, announcing that all conversations between staff
>members must be open to monitoring by managers. In light of this
>history, Physics Today's response to *Disciplined Minds* is less surprising.

>

>The managers at Physics Today apparently thought the book would look so
>provocative to others that no one would object if they fired Jeff.

>They were wrong. To date, there have been many protests: by sixteen
>former Physics Today staff members (including us), by the National
>Writers Union, and by 160 scholars, writers and educators in a wide
>range of fields. Even the State of Maryland, after an unemployment
>benefits hearing, rejected AIP's charge that Jeff's work on the book at
>the office constituted misconduct, finding that Physics Today fired
>Jeff without evidence that his spare-time writing interfered with his
>work for the magazine. (During the years that Jeff was writing
>*Disciplined Minds*, Physics Today gave him two promotions and 19 salary
>increases based explicitly on the quantity and quality of his work for
>the
>magazine.) Details of the state investigation are posted on the Web at
><http://disciplined-minds.com>, along with the protest letters, reports
>in the press and reviews of the book.

>

>Jeff recently took his case to one of the ten largest law firms in
>Washington, D.C. Lawyers at Dickstein Shapiro Morin & Oshinsky felt
>that Physics Today's actions, if left unchallenged, would set a bad
>precedent for employees everywhere. They waived their fees and will do
>what they can to bring legal challenges against Physics Today's
>repressive behavior, simply for the public good. Physics Today has
>hired what union activists and labor lawyers call the most notorious
>union-busting law firm in the country (Jackson, Lewis, Schnitzler &
>Krupman) to deal with any legal challenges in this case. That's
>revealing, but it doesn't mean that the law is a likely source of
>justice for Jeff. The law generally favors employers, and so Jeff's
>best chance for justice is support from the physics community.

>

>Please consider adding your name to the letter below or writing your
>own letter. You can also spread the word by telling your friends and
>colleagues about Jeff's case, by linking your Web site to
><http://disciplined-minds.com> and, if you are an instructor, by
>informing your students about Jeff's situation.

>

>You can contact Jeff at...

>

>Jeff Schmidt
>3003 Van Ness Street NW #W406
>Washington, DC 20008
>jeffschmidt@alumni.uci.edu
>202-537-3645

>

>(The above is based on information from Jeff and other former Physics

>Today employees, and on relevant documents. You can contact us at

>christophermohr@hotmail.com and jean_kumagai@hotmail.com)

>

>-----

>

>The letter...

>

>To: Marc H. Brodsky

>Executive Director and CEO

>American Institute of Physics

>One Physics Ellipse

>College Park, Maryland 20740

>

>Dear Dr. Brodsky:

>

>As physicists and other scientists concerned about freedom of

>expression in the science community, we were troubled to learn of your

>dismissal of Jeff Schmidt, who had been an articles editor at Physics

>Today magazine for over 19 years.

>

>As we understand it, you fired Jeff after you saw his book, Disciplined

>Minds, and in particular after you learned that Jeff had used some of

>his spare time at the office for critical writing about education and

>employment in physics and other fields.

>

>While we do not necessarily agree with Jeff's views about the situation

>of physicists and other salaried professionals, and do not expect you

>to, we believe that free debate within the physics community is

>healthy. We expect you to encourage it, not stifle it, especially

>because physicists are known for speaking out when physicists

>internationally are punished for expressing their views. Your actions

>as head of the American Institute of Physics help to shape society's

>view of the physics community. We urge you to reconsider your

>decision, and offer to reinstate Jeff as an editor at Physics Today.

>

>We ask that you publish this letter in Physics Today, to bring our

>concerns to the attention of the wider physics community.

>

>Sincerely,

>

>(This letter expresses the views of the undersigned; affiliations are

>listed for identification only. Those of us whose names are marked

>with asterisks worked with Jeff directly, as he edited our articles for

>publication in Physics Today, and can attest that he does excellent,

>conscientious work.)

Marshall I. Nathan

Department of Electrical and Computer Engineering University of Minnesota 200 Union St. S.E.

Minneapolis, MN 55455

Tel: (612) 625-2319, Fax: 4583

<http://www.ece.umn.edu/faculty/nathan.html>

Carroll, Diane (Long Island)

From: Marc Brodsky [brodsky@aip.org]
Sent: Friday, August 24, 2001 10:33 AM
To: ojk@ipp.mpg.de
Subject: Re: Physicist fired for writing book - question

Dear Dr. Kardaun,

Thank you for your restrained reponse.

Mine follows.

There are good policy and legal reasons to respect an employee's privacy. This makes it difficult for an employer to make a public comment on a termination and is a major reason that AIP has not issued a public statement on the termination that you question.

The ex-employee has raised arguments like those in the circulating letter before the National Labor Relations Board. His petitions to the NLRB have been repeatedly and finally denied at every level.

In the letter, a big deal is made of the fact that AIP did not try to deny him unemployment benefits. That's what the State of Maryland ruling means. AIP did not think it appropriate to try to deny him such benefits.

The basic fact is that he violated our trust and wrote his book on what he self-described as stolen time. He never told AIP about such activity. I took him at his word that it was stolen time. Even if, as he claimed after the fact, there was an element of jest in it, such an inflammatory comment is neither good for the morale of other hard working editors nor for the tradition of truth and accuracy from Physics Today editors. Virtually all other editors at Physics Today have steadily have increased their productivity in recent years while the ex-employee resisted such initiatives saying, inter alia, there were not enough hours in the day for him to do so. I now know why. Such behavior is not what Physics Today needs in an editor and that is why he was terminated. He was not fired for what was expressed in the book other than the opening lines of the introduction which had the claim about "stone time." In fact, I never read the rest of the book before the termination.

Eventually AIP may be forced to issue a public statement. Meanwhile, I hope you find the above remarks responsive.

Thanks for your interest,
Marc Brodsky

>>> "Otto J.W.F. Kardaun, IPP Garching (Fax: FRG-89-3299-2580)"

>>> <ojk@ipp.mpg.de> 08/24/01 05:53AM >>>

Dear fellow scientists,

Today, I received the information below (abbreviated by myself only for convenience).

In order not to `follow the crowd', I have decided not to sign the letter as requested.

On the other hand, I have one (serious) question:

Was the firing of Dr. J. Schmid by Physics Today enacted, in order to give the book more publicity than it would have obtained otherwise?

I apologize for interfering outside my proper domain.

With best regards,

Otto Kardaun

Member of the APS

On Thu, 23 Aug 2001, Speech Rights wrote:

- > Dear fellow scientist,
- >
- > As you may have heard, Physics Today magazine recently gave a very punishing review to a book written by physicist Jeff Schmidt: The magazine fired him.
- >
- > Jeff was a staff editor at Physics Today for 19 years -- until his supervisors saw Disciplined Minds (Rowman & Littlefield, 2000), a thought-provoking critique of workplace hierarchy and the politically subordinate role of salaried professionals. The book uses physicists and physics graduate school to help illustrate points about professionals and professional training in general.
- >
- > Within days of learning about his irreverent book, the higher-ups at
- > Physics Today dismissed Jeff summarily, apparently using the book as
- > an opportunity to retaliate against him for his workplace activism and
- > to ignore his widely praised work for the magazine. Details of Jeff's
- > firing are given in the statement below, and can also be found on the
- > Web at <http://disciplined-minds.com>
- >
- > Please join us in protesting Jeff's dismissal, by adding your name to the letter below. We will send the letter to Marc H. Brodsky, Executive Director and CEO of the American Institute of Physics, which publishes Physics Today, and we will also post it on the Web.
- >
- > To add your name to the letter, please send an e-mail message to SpeechRights@aol.com. Include your name and an affiliation, such as your department and institution. Please ask others to add their names, too.
- >
- > You can also write directly to Marc Brodsky, at brodsky@aip.org. If you do, please send a copy of your letter to SpeechRights@aol.com so that it can be posted on the Web. We may send you updates on this issue (if you prefer not to receive them, just let us know).
- >
- > Your support will make a big difference.
- >
- > Sincerely,
- >
- > Talat Rahman
- > Fellow of the American Physical Society University Distinguished
- > Professor Department of Physics Kansas State University
- >
- > George F. Reiter
- > Professor of Physics
- > University of Houston

>

> Michael A. Lee

> Professor of Physics

> Kent State University

>

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>

> Background info about Jeff Schmidt and Disciplined Minds

>

> By Chris Mohr and Jean Kumagai

> Former Physics Today staff members

>

> ... etc. <Message abbreviated.>

>

> (The above is based on information from Jeff and other former Physics

> Today employees, and on relevant documents. You can contact us at

> christophermohr@hotmail.com and jean_kumagai@hotmail.com)

>

> -----

>

> The letter...

>

> To: Marc H. Brodsky

> Executive Director and CEO

> American Institute of Physics

> One Physics Ellipse

> College Park, Maryland 20740

>

> Dear Dr. Brodsky:

>

> As physicists and other scientists concerned about freedom of expression in the science community, we were troubled to learn of your dismissal of Jeff Schmidt, who had been an articles editor at Physics Today magazine for over 19 years.

>

> As we understand it, you fired Jeff after you saw his book, Disciplined Minds, and in particular after you learned that Jeff had used some of his spare time at the office for critical writing about education and employment in physics and other fields.

>

> While we do not necessarily agree with Jeff's views about the situation of physicists and other salaried professionals, and do not expect you to, we believe that free debate within the physics community is healthy. We expect you to encourage it, not stifle it, especially because physicists are known for speaking out when physicists internationally are punished for expressing their views. Your actions as head of the American Institute of Physics help to shape society's view of the physics community. We urge you to reconsider your decision, and offer to reinstate Jeff as an editor at Physics Today.

>

> We ask that you publish this letter in Physics Today, to bring our concerns to the attention of the wider physics community.

>

> Sincerely,

>

- > (This letter expresses the views of the undersigned; affiliations are
- > listed for identification only. Those of us whose names are marked
- > with asterisks worked with Jeff directly, as he edited our articles
- > for publication in Physics Today, and can attest that he does excellent, conscientious work.)
- >
- >
- >
- >

Carroll, Diane (Long Island)

From: Marc Brodsky [brodsky@aip.org]
Sent: Friday, August 24, 2001 10:36 AM
To: sjf@mags.ph.man.ac.uk
Subject: Re:

Dear Dr. Freeman,

There are good policy and legal reasons to respect an employee's privacy. This makes it difficult for an employer to make a public comment on a termination and is a major reason that AIP has not issued a public statement on the termination that you question.

The ex-employee has raised arguments like those in the circulating letter before the National Labor Relations Board. His petitions to the NLRB have been repeatedly and finally denied at every level.

In the letter, a big deal is made of the fact that AIP did not try to deny him unemployment benefits. That's what the State of Maryland ruling means. AIP did not think it appropriate to try to deny him such benefits.

The basic fact is that he violated our trust and wrote his book on what he self-described as stolen time. He never told AIP about such activity. I took him at his word that it was stolen time. Even if, as he claimed after the fact, there was an element of jest in it, such an inflammatory comment is neither good for the morale of other hard working editors nor for the tradition of truth and accuracy from Physics Today editors. Virtually all other editors at Physics Today have steadily have increased their productivity in recent years while the ex-employee resisted such initiatives saying, inter alia, there were not enough hours in the day for him to do so. I now know why. Such behavior is not what Physics Today needs in an editor and that is why he was terminated. He was not fired for what was expressed in the book other than the opening lines of the introduction which had the claim about "stone time." In fact, I never read the rest of the book before the termination.

Eventually AIP may be forced to issue a public statement. Meanwhile, I hope you find the above remarks responsive.

Thanks for your interest,
Marc Brodsky

>>> Sean J Freeman <sjf@mags.ph.man.ac.uk> 08/24/01 04:12AM >>>

Dear Dr Brodsky:

Quite frankly I find the situation concerning Jeff Schmidt really quite astounding in this day and age. I'm obviously outside of the story entirely, but as presented is pretty damning as far as the position of the AIP is concerned.

It is unfortunate for the particular individual himself, but on a wider view it seems very, very foolish of the AIP to allow itself to be put into such an exposed position over the matter of intellectual freedom and employees rights.

I would therefore urge you strongly to reconsider the your decisions concerning this matter and withdraw from what will inevitably be a costly courtroom battle. I presume that if you lose the costs will ultimately come from AIP members themselves.

Sincerely

Sean J Freeman

Dr. Sean J. Freeman

Lecturer in Physics
Schools and Colleges Liaison Officer in Physics

Nuclear Physics Research Group
Department of Physics and Astronomy
Schuster Laboratory
University of Manchester
Manchester M13 9PL
United Kingdom

Email: sjf@mags.ph.man.ac.uk Web Pages: <http://arthur.ph.man.ac.uk>
Phone: +44 161 275 4154 FAX: +44 161 275 5509

Carroll, Diane (Long Island)

From: Marc Brodsky [brodsky@aip.org]
Sent: Friday, August 24, 2001 10:37 AM
To: 101556.1577@compuserve.com
Subject: Re: Physicist fired for writing book

Dear Dr. Robinson,

There are good policy and legal reasons to respect an employee's privacy. This makes it difficult for an employer to make a public comment on a termination and is a major reason that AIP has not issued a public statement on the termination that you question.

The ex-employee has raised arguments like those in the circulating letter before the National Labor Relations Board. His petitions to the NLRB have been repeatedly and finally denied at every level.

In the letter, a big deal is made of the fact that AIP did not try to deny him unemployment benefits. That's what the State of Maryland ruling means. AIP did not think it appropriate to try to deny him such benefits.

The basic fact is that he violated our trust and wrote his book on what he self-described as stolen time. He never told AIP about such activity. I took him at his word that it was stolen time. Even if, as he claimed after the fact, there was an element of jest in it, such an inflammatory comment is neither good for the morale of other hard working editors nor for the tradition of truth and accuracy from Physics Today editors. Virtually all other editors at Physics Today have steadily have increased their productivity in recent years while the ex-employee resisted such initiatives saying, inter alia, there were not enough hours in the day for him to do so. I now know why. Such behavior is not what Physics Today needs in an editor and that is why he was terminated. He was not fired for what was expressed in the book other than the opening lines of the introduction which had the claim about "stone time." In fact, I never read the rest of the book before the termination.

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Thanks for your interest,
Marc Brodsky

>>> Berol ROBINSON <101556.1577@compuserve.com> 08/24/01 04:03AM >>>

To: Marc H. Brodsky
Executive Director and CEO
American Institute of Physics
One Physics Ellipse
College Park, Maryland 20740

Dear Dr. Brodsky:

I have received the information circulated by Speech Rights. If the facts are as SR has depicted them, I join in the concern of colleagues and willingly sign their draft letter:

As physicists and other scientists concerned about freedom of expression in the science community, we were troubled to learn of your dismissal of Jeff Schmidt, who had been an articles editor at Physics Today magazine for over

19 years.

As we understand it, you fired Jeff after you saw his book, *Disciplined Minds*, and in particular after you learned that Jeff had used some of his spare time at the office for critical writing about education and employment in physics and other fields.

While we do not necessarily agree with Jeff's views about the situation of physicists and other salaried professionals, and do not expect you to, we believe that free debate within the physics community is healthy. We expect you to encourage it, not stifle it.

We ask that you publish this letter in *Physics Today*, to bring our concerns to the attention of the wider physics community.

Sincerely,

Berol ROBINSON

1, rue du General Gouraud
F-92190 Meudon, France
Telephone: + 33 1 46 26 02 05
e-Mail: 101556.1577@compuserve.com

The writer is an American physicist (PhD Hopkins '53), member of APS, AAPT and AAAS. Until retiring he was a science officer at the Paris headquarters of UNESCO.

(Disclaimer: Letter is signed by me personally and does not represent in any way the position of UNESCO)

Carroll, Diane (Long Island)

From: Marc Brodsky [brodsky@aip.org]
Sent: Friday, August 24, 2001 10:37 AM
To: pethick@nordita.dk
Subject: Re: Jeff Schmidt

Dear Dr. Pethick,

There are good policy and legal reasons to respect an employee's privacy. This makes it difficult for an employer to make a public comment on a termination and is a major reason that AIP has not issued a public statement on the termination that you question.

The ex-employee has raised arguments like those in the circulating letter before the National Labor Relations Board. His petitions to the NLRB have been repeatedly and finally denied at every level.

In the letter, a big deal is made of the fact that AIP did not try to deny him unemployment benefits. That's what the State of Maryland ruling means. AIP did not think it appropriate to try to deny him such benefits.

The basic fact is that he violated our trust and wrote his book on what he self-described as stolen time. He never told AIP about such activity. I took him at his word that it was stolen time. Even if, as he claimed after the fact, there was an element of jest in it, such an inflammatory comment is neither good for the morale of other hard working editors nor for the tradition of truth and accuracy from Physics Today editors. Virtually all other editors at Physics Today have steadily have increased their productivity in recent years while the ex-employee resisted such initiatives saying, inter alia, there were not enough hours in the day for him to do so. I now know why. Such behavior is not what Physics Today needs in an editor and that is why he was terminated. He was not fired for what was expressed in the book other than the opening lines of the introduction which had the claim about "stone time." In fact, I never read the rest of the book before the termination.

Eventually AIP may be forced to issue a public statement. Meanwhile, I hope you find the above remarks responsive.

Thanks for your interest,
Marc Brodsky

>>> Chris Pethick <pethick@nordita.dk> 08/24/01 03:56AM >>>

To: Marc H. Brodsky
Executive Director and CEO
American Institute of Physics
One Physics Ellipse
College Park, Maryland 20740

Dear Dr. Brodsky:

I am writing about the firing of Jeff Schmidt, who had been an articles editor at Physics Today.

As I understand it, Schmidt was fired after he wrote the book, Disciplined Minds. While I do not necessarily agree with the views expressed in the book, I think it is important that free debate be encouraged in the physics community, and the firing sends the wrong signals to the community. I urge you to reconsider your decision.

Sincerely yours,

C. J. Pethick

C. J. Pethick.	Telephone (+45) 35 32 52 26
Nordita	Fax (+45) 35 38 91 57
Blegdamsvej 17	e-mail pethick@nordita.dk
DK-2100 Copenhagen Oe	
Denmark	

Carroll, Diane (Long Island)

From: Marc Brodsky [brodsky@aip.org]
Sent: Friday, August 24, 2001 10:41 AM
To: aviezen@mail.biu.ac.il
Subject: Re: Jeff Schmidt

Dear Dr. Wiser,
Thank you for your response. I appreciate your support.
FYI, the response I am sending to most people is below.
Marc Brodsky

>>> Nathan Aviezer <aviezen@mail.biu.ac.il> 08/24/01 03:39AM >>>

Dear Marc Brodsky,

I recently received the e-mail from Talat Rahman, George Reiter, and Martin Lee about the firing of Jeff Schmidt by Physics Today. I have neither the time nor the patience to look into this matter. However, the contents of the e-mail that I received were quite sufficient to convince me that you are to be CONGRATULATED for firing Jeff Schmidt. My only surprise is that it took you 19 years to get around to doing it! You have the patience of a saint! Keep up the good work!

Cordially,

Nathan Wiser

Fellow of the American Physical Society

Department of Physics

Bar-Ilan University

Ramat-Gan, Israel

There are good policy and legal reasons to respect an employee's privacy. This makes it difficult for an employer to make a public comment on a termination and is a major reason that AIP has not issued a public statement on the termination that you question.

The ex-employee has raised arguments like those in the circulating letter before the National Labor Relations Board. His petitions to the NLRB have been repeatedly and finally denied at every level.

In the letter, a big deal is made of the fact that AIP did not try to deny him unemployment benefits. That's what the State of Maryland ruling means. AIP did not think it appropriate to try to deny him such benefits.

The basic fact is that he violated our trust and wrote his book on what he self-described as stolen time. He never told AIP about such activity. I took him at his word that it was stolen time. Even if, as he claimed after the fact, there was an element of jest in it, such an inflammatory comment is neither good for the morale of other hard working editors nor for the tradition of truth and accuracy from Physics Today editors. Virtually all other editors at Physics Today have steadily have increased their productivity in recent years while the ex-employee resisted such initiatives saying, inter alia, there were not enough hours in the day for him to do so. I now know why. Such behavior is not what Physics Today needs in an editor and that is why he was terminated. He was not fired for what was expressed in the book other than the opening lines of the introduction which had the claim about "stone time." In fact, I never read the rest of the book before the termination.

Eventually AIP may be forced to issue a public statement. Meanwhile, I hope you find the above remarks responsive.

Thanks for your interest,
Marc Brodsky

Carroll, Diane (Long Island)

From: Marc Brodsky [brodsky@aip.org]
Sent: Friday, August 24, 2001 10:43 AM
To: meservery@tiac.net
Subject: Re: Physics Today's viewpoint

Dear Dr. Mersevey,

Thank you for your open inquiry. Below is my response.

There are good policy and legal reasons to respect an employee's privacy. This makes it difficult for an employer to make a public comment on a termination and is a major reason that AIP has not issued a public statement on the termination that you question.

The ex-employee has raised arguments like those in the circulating letter before the National Labor Relations Board. His petitions to the NLRB have been repeatedly and finally denied at every level.

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Eventually AIP may be forced to issue a public statement. Meanwhile, I hope you find the above remarks responsive.

Thanks for your interest,
Marc Brodsky

>>> "meservery" <meservery@tiac.net> 08/23/01 09:44PM >>>

Dear Mr. Brodsky,

I have received an e-mail concerning a former employee of Physics Today, Jeff Schmidt, who claims unfair treatment. Would you please let me know your and Physics Today's version of the story.

Sincerely,
Robert Meservery

Carroll, Diane (Long Island)

From: Marc Brodsky [brodsky@aip.org]
Sent: Friday, August 24, 2001 10:44 AM
To: drummond@physics.uq.edu.au
Subject: Re: Jeff Schmidt

Dear Mr. Dummond,

There are good policy and legal reasons to respect an employee's privacy. This makes it difficult for an employer to make a public comment on a termination and is a major reason that AIP has not issued a public statement on the termination that you question.

The ex-employee has raised arguments like those in the circulating letter before the National Labor Relations Board. His petitions to the NLRB have been repeatedly and finally denied at every level.

In the letter, a big deal is made of the fact that AIP did not try to deny him unemployment benefits. That's what the State of Maryland ruling means. AIP did not think it appropriate to try to deny him such benefits.

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Eventually AIP may be forced to issue a public statement. Meanwhile, I hope you find the above remarks responsive.

Thanks for your interest,
Marc Brodsky

>>> Peter D Drummond <drummond@physics.uq.edu.au> 08/23/01 09:28PM >>>

To: Marc H. Brodsky
Executive Director and CEO
American Institute of Physics
One Physics Ellipse
College Park, Maryland 20740

Dear Dr. Brodsky:

As a member and fellow of the APS, I'm concerned to learn that an AIP employee was dismissed for 'misconduct', when the 'misconduct' was Jeff Schmidt writing a book. This is an attack on freedom of speech. I strongly urge you to reconsider.

I request that you publish this letter in Physics Today.

Sincerely,

Peter D Drummond,

Professor of Physics,
University of Queensland.

--

Physics Department, University of Queensland, St Lucia 4072, Queensland, Australia. Tel:+61-7-3365-3404 Fax:+
61-7-3365-1242 drummond@physics.uq.edu.au; www.physics.uq.edu.au/people/drummond

Carroll, Diane (Long Island)

From: Marc Brodsky [brodsky@aip.org]
Sent: Friday, August 24, 2001 10:46 AM
To: pereira@speakeasy.net
Subject: Re: Fw: Fwd: Physicist fired for writing book

Dear Mr. Pereira,

There are good policy and legal reasons to respect an employee's privacy. This makes it difficult for an employer to make a public comment on a termination and is a major reason that AIP has not issued a public statement on the termination that you question.

The ex-employee has raised arguments like those in the circulating letter before the National Labor Relations Board. His petitions to the NLRB have been repeatedly and finally denied at every level.

In the letter, a big deal is made of the fact that AIP did not try to deny him unemployment benefits. That's what the State of Maryland ruling means. AIP did not think it appropriate to try to deny him such benefits.

The basic fact is that he violated our trust and wrote his book on what he self-described as stolen time. He never told AIP about such activity. I took him at his word that it was stolen time. Even if, as he claimed after the fact, there was an element of jest in it, such an inflammatory comment is neither good for the morale of other hard working editors nor for the tradition of truth and accuracy from Physics Today editors. Virtually all other editors at Physics Today have steadily have increased their productivity in recent years while the ex-employee resisted such initiatives saying, inter alia, there were not enough hours in the day for him to do so. I now know why. Such behavior is not what Physics Today needs in an editor and that is why he was terminated. He was not fired for what was expressed in the book other than the opening lines of the introduction which had the claim about "stone time." In fact, I never read the rest of the book before the termination.

Eventually AIP may be forced to issue a public statement. Meanwhile, I hope you find the above remarks responsive.

Thanks for your interest,
Marc Brodsky

>>> Nino Pereira <pereira@speakeasy.net> 08/23/01 08:30PM >>>

I very much dislike people being disciplend for reasons that have nothing to do with the behavior they are disliked for. If someone is to be fired for insubordination, let it be so, but please, be honest.

Nino R. Pereira
Ecopulse

----- Original Message -----

From: J. Davis <davisj@ppdmail.nrl.navy.mil>
Date: Thu, 23 Aug 2001 13:20:49 -0400

>From: Speech Rights <SpeechRights@aol.com>
>To: <davisj@ppdmail.nrl.navy.mil>

>X-Mailer: NetMailer v1.00 (<http://www.alphasoftware.com/netmailer>)
>[C.R-DD94B150770C9B2AEB1]
>Subject: Physicist fired for writing book
>Date: Thu, 23 Aug 2001 10:06:53 -0700
>
>Dear fellow scientist,
>
>As you may have heard, Physics Today magazine recently gave a very
>punishing review to a book written by physicist Jeff Schmidt: The
>magazine fired him.
>
>Jeff was a staff editor at Physics Today for 19 years -- until his
>supervisors saw Disciplined Minds (Rowman & Littlefield, 2000), a
>thought-provoking critique of workplace hierarchy and the politically
>subordinate role of salaried professionals. The book uses physicists
>and
>physics graduate school to help illustrate points about professionals
>and
>professional training in general.
>
>Within days of learning about his irreverent book, the higher-ups at
>Physics Today dismissed Jeff summarily, apparently using the book as an
>opportunity to retaliate against him for his workplace activism and to
>ignore his widely praised work for the magazine. Details of Jeff's
>firing
>are given in the statement below, and can also be found on the Web at
><http://disciplined-minds.com>
>
>Please join us in protesting Jeff's dismissal, by adding your name to
>the
>letter below. We will send the letter to Marc H. Brodsky, Executive
>Director and CEO of the American Institute of Physics, which publishes
>Physics Today, and we will also post it on the Web.
>
>To add your name to the letter, please send an e-mail message to
>SpeechRights@aol.com. Include your name and an affiliation, such as
>your
>department and institution. Please ask others to add their names, too.
>
>You can also write directly to Marc Brodsky, at brodsky@aip.org. If
>you do, please send a copy of your letter to SpeechRights@aol.com so
>that it can be posted on the Web. We may send you updates on this
>issue (if you prefer not to receive them, just let us know).
>
>Your support will make a big difference.

>
 >Sincerely,
 >
 >Talat Rahman
 >Fellow of the American Physical Society University Distinguished
 >Professor Department of Physics Kansas State University
 >
 >George F. Reiter
 >Professor of Physics
 >University of Houston
 >
 >Michael A. Lee
 >Professor of Physics
 >Kent State University
 >
 >-----
 >
 >Background info about Jeff Schmidt and Disciplined Minds
 >
 >By Chris Mohr and Jean Kumagai
 >Former Physics Today staff members
 >
 >In Disciplined Minds, Jeff Schmidt challenges professionals to view
 >their

>role in society in a new and unsettling way. He argues that
 >professional

>work has both technical and political components, and that salaried
 >professionals are expected to be technically creative but politically
 >subordinate. In particular, they are expected to work creatively to
 >further their employers' world view rather than their own. Such
 >subordination does not occur without a fight, the book maintains, and
 >so the workplace becomes a battleground for the very identity of the
 >individual, as does graduate school, where professionals are trained.

>
 >Jeff has a PhD in physics from the University of California, Irvine,
 >and he draws many of his examples from the predicament of employed
 >physicists

>and physics graduate students. (In one chapter, he examines the
 >physics PhD qualifying examination and shows how the seemingly
 >value-neutral test

>identifies candidates who have the "right attitude" about their
 >work.) His book details the battle one must fight to be an independent
 >thinker and to advance one's own social vision in today's corporate
 >society. It offers advice on how to make employment more than an
 >exercise

>in knowing your place, and how to make graduate school more than an
>abusive "intellectual bootcamp" that breaks the individual in to
>playing a

>conventional role. You can avoid the cynicism and intellectual
>timidity that afflicts so many professional employees, he says, but
>doing so is not

>easy, and he discusses how it can be done.

>

>While at Physics Today, Jeff played the most prominent role in staff
>efforts to improve working conditions, increase staff participation in
>decision-making, and broaden the range of viewpoints allowed in the
>magazine. He also led an effort to force Physics Today to live up to
>its

>advertised claim of being an affirmative-action employer, noting that
>the

>magazine was hiring and training only whites as editors, a pattern that
>eventually left the magazine with an all-white staff of 16
>professionals and a non-white secretarial staff of 3.

>

>In firing Jeff, the managers at Physics Today cited a statement, at the
>beginning of *Disciplined Minds*, that he had done some work on the book
>in

>his office. Such use of time constitutes "misconduct," they said. But
>to

>those familiar with the Physics Today workplace, this charge looks more
>like a pretext to get rid of someone who was persistently pressing for
>changes in workplace policies. Indeed, the fact that the magazine's
>managers dismissed Jeff after so many years of service not only without
>a

>hearing, but also without asking him a single question about his work
>on the book, suggests that they were looking for an opportunity to
>remove
him.

>

>By the time *Disciplined Minds* was published, Physics Today's managers
>had

>already tried unsuccessfully to silence Jeff with repressive measures
>just

>short of dismissal. At one point, for example, they put gag orders on
>Jeff and another outspoken staff editor, warning that they would be
>fired

>if they said anything "counterproductive." These orders were
>eventually lifted due to pressure from coworkers. Perhaps even more
>incredibly, Physics Today also banned private conversations in the
>workplace, announcing that all conversations between staff members must
>be open to monitoring by managers. In light of this history, Physics
>Today's response to *Disciplined Minds* is less surprising.

>
>The managers at Physics Today apparently thought the book would look so
>provocative to others that no one would object if they fired Jeff.
>They were wrong. To date, there have been many protests: by sixteen
>former Physics Today staff members (including us), by the National
>Writers Union,

>and by 160 scholars, writers and educators in a wide range of fields.
>Even the State of Maryland, after an unemployment benefits hearing,
>rejected AIP's charge that Jeff's work on the book at the office

>constituted misconduct, finding that Physics Today fired Jeff without
>evidence that his spare-time writing interfered with his work for the
>magazine. (During the years that Jeff was writing *Disciplined Minds*,
>Physics Today gave him two promotions and 19 salary increases based
>explicitly on the quantity and quality of his work for the
>magazine.) Details of the state investigation are posted on the Web at
><http://disciplined-minds.com>, along with the protest letters, reports
>in the press and reviews of the book.

>
>Jeff recently took his case to one of the ten largest law firms in
>Washington, D.C. Lawyers at Dickstein Shapiro Morin & Oshinsky felt
>that

>Physics Today's actions, if left unchallenged, would set a bad
>precedent for employees everywhere. They waived their fees and will do
>what they can to bring legal challenges against Physics Today's
>repressive behavior,

>simply for the public good. Physics Today has hired what union
>activists

>and labor lawyers call the most notorious union-busting law firm in the
>country (Jackson, Lewis, Schnitzler & Krupman) to deal with any legal
>challenges in this case. That's revealing, but it doesn't mean that
>the law is a likely source of justice for Jeff. The law generally
>favors employers, and so Jeff's best chance for justice is support from
>the physics community.

>
>Please consider adding your name to the letter below or writing your
>own letter. You can also spread the word by telling your friends and
>colleagues about Jeff's case, by linking your Web site to
><http://disciplined-minds.com> and, if you are an instructor, by

>informing your students about Jeff's situation.

>

>You can contact Jeff at...

>

>Jeff Schmidt

>3003 Van Ness Street NW #W406

>Washington, DC 20008

>jeffschmidt@alumni.uci.edu

>202-537-3645

>

>(The above is based on information from Jeff and other former Physics

>Today employees, and on relevant documents. You can contact us at

>christophermohr@hotmail.com and jean_kumagai@hotmail.com)

>

>-----

>

>The letter...

>

>To: Marc H. Brodsky

>Executive Director and CEO

>American Institute of Physics

>One Physics Ellipse

>College Park, Maryland 20740

>

>Dear Dr. Brodsky:

>

>As physicists and other scientists concerned about freedom of

>expression in the science community, we were troubled to learn of your

>dismissal of Jeff Schmidt, who had been an articles editor at Physics

>Today magazine for over 19 years.

>

>As we understand it, you fired Jeff after you saw his book, Disciplined

>Minds, and in particular after you learned that Jeff had used some of

>his

>

>spare time at the office for critical writing about education and

>employment in physics and other fields.

>

>While we do not necessarily agree with Jeff's views about the situation

>of

>

>physicists and other salaried professionals, and do not expect you to,

>we

>

>believe that free debate within the physics community is healthy. We

>expect you to encourage it, not stifle it, especially because

>physicists are known for speaking out when physicists internationally

>are punished for expressing their views. Your actions as head of the

>American Institute of Physics help to shape society's view of the

>physics community. We urge you to reconsider your decision, and offer

>to reinstate Jeff as an editor at Physics Today.

>

>We ask that you publish this letter in Physics Today, to bring our

>concerns to the attention of the wider physics community.

>

>Sincerely,

>

>(This letter expresses the views of the undersigned; affiliations are

>listed for identification only. Those of us whose names are marked

>with asterisks worked with Jeff directly, as he edited our articles for

>publication in Physics Today, and can attest that he does excellent,

>conscientious work.)

Carroll, Diane (Long Island)

From: Marc Brodsky [brodsky@aip.org]
Sent: Friday, August 24, 2001 10:47 AM
To: k_rieckhoff@sfu.ca
Subject: Re: Jeff Schmidt

Dear Dr. Rieckhoff,

There are good policy and legal reasons to respect an employee's privacy. This makes it difficult for an employer to make a public comment on a termination and is a major reason that AIP has not issued a public statement on the termination that you question.

The ex-employee has raised arguments like those in the circulating letter before the National Labor Relations Board. His petitions to the NLRB have been repeatedly and finally denied at every level.

In the letter, a big deal is made of the fact that AIP did not try to deny him unemployment benefits. That's what the State of Maryland ruling means. AIP did not think it appropriate to try to deny him such benefits.

The basic fact is that he violated our trust and wrote his book on what he self-described as stolen time. He never told AIP about such activity. I took him at his word that it was stolen time. Even if, as he claimed after the fact, there was an element of jest in it, such an inflammatory comment is neither good for the morale of other hard working editors nor for the tradition of truth and accuracy from Physics Today editors. Virtually all other editors at Physics Today have steadily have increased their productivity in recent years while the ex-employee resisted such initiatives saying, inter alia, there were not enough hours in the day for him to do so. I now know why. Such behavior is not what Physics Today needs in an editor and that is why he was terminated. He was not fired for what was expressed in the book other than the opening lines of the introduction which had the claim about "stone time." In fact, I never read the rest of the book before the termination.

Eventually AIP may be forced to issue a public statement. Meanwhile, I hope you find the above remarks responsive.

Thanks for your interest,
Marc Brodsky

>>> Klaus Rieckhoff <k_rieckhoff@sfu.ca> 08/23/01 10:38PM >>>

To: Marc H. Brodsky
Executive Director and CEO
American Institute of Physics
One Physics Ellipse
College Park, Maryland 20740

Dear Dr. Brodsky:

As a physicist and longtime member of the APS concerned about freedom of expression in the science community, I was troubled to learn of your dismissal of Jeff Schmidt, who had been an articles editor at Physics Today magazine for over 19 years.

As I understand it, you fired Jeff after you saw his book, Disciplined Minds, and in particular after you learned that Jeff had used some of his spare time at the office for critical writing about education and employment in

physics and other fields.

While I do not necessarily agree with Jeff's views about the situation of physicists and other salaried professionals, and do not expect you to, I believe that free debate within the physics community is healthy. I expect you to encourage it, not stifle it, especially because physicists are known for speaking out when physicists internationally are punished for expressing their views.

Your actions as head of the American Institute of Physics help to shape society's view of the physics community. I urge you to reconsider your decision, and offer to reinstate Jeff as an editor at Physics Today.

I ask that you publish this letter in Physics Today, to bring my concerns to the attention of the wider physics community.

Sincerely,

Klaus Rieckhoff

=====

Klaus E. Rieckhoff, Ph.D.,LL.D.(hon.)

Professor Emeritus,

Department of Physics,

Simon Fraser University

8888 University Drive, Burnaby, B.C. V5A 1S6

Phone: (604) 291 4848, FAX: (604) 291 3592

Home: (604) 987 5655, e-mail: k_rieckhoff@sfu.ca or ve7rie@rac.ca

=====

Carroll, Diane (Long Island)

From: Marc Brodsky [brodsky@aip.org]
Sent: Friday, August 24, 2001 10:48 AM
To: lohr@apollo.gat.com
Subject: Re: Schmidt caper

Dear Dr. Lohr,
Thank you for inquiring before signing.
My response is below.

There are good policy and legal reasons to respect an employee's privacy. This makes it difficult for an employer to make a public comment on a termination and is a major reason that AIP has not issued a public statement on the termination that you question.

The ex-employee has raised arguments like those in the circulating letter before the National Labor Relations Board. His petitions to the NLRB have been repeatedly and finally denied at every level.

In the letter, a big deal is made of the fact that AIP did not try to deny him unemployment benefits. That's what the State of Maryland ruling means. AIP did not think it appropriate to try to deny him such benefits.

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Eventually AIP may be forced to issue a public statement. Meanwhile, I hope you find the above remarks responsive.

Thanks for your interest,
Marc Brodsky

>>> <lohr@apollo.gat.com> 08/23/01 05:44PM >>>

I have been asked to sign a letter protesting the firing of Dr. Jeff Schmidt. Do you have a rebuttal to the charges being circulated?

Thank you for your reply,
John Lohr

Carroll, Diane (Long Island)

From: Marc Brodsky [brodsky@aip.org]
Sent: Friday, August 24, 2001 10:51 AM
To: bgilroy@hun.k12.nj.us
Subject: Re: The Jeff Schmidt Situation

Dear Dr. Gilroy,
Thank you for your ope-mended inquiry.
my response is below.

There are good policy and legal reasons to respect an employee's privacy. This makes it difficult for an employer to make a public comment on a termination and is a major reason that AIP has not issued a public statement on the termination that you question.

The ex-employee has raised arguments like those in the circulating letter before the National Labor Relations Board. His petitions to the NLRB have been repeatedly and finally denied at every level.

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Eventually AIP may be forced to issue a public statement. Meanwhile, I hope you find the above remarks responsive.

Thanks for your interest,
Marc Brodsky
>>> Bernard Gilroy <bgilroy@hun.k12.nj.us> 08/23/01 04:20PM >>>
Dear Mr. Brodsky:

I have just learned of what seems to be a very disturbing action on the part of _Physics Today_ regarding writer Jeff Schmidt. Mr. Schmidt's summary dismissal, following the publication of his book _Disciplined Minds_, by all accounts was arbitrary, unjustified, and retaliatory. The action was hardly in keeping with the atmosphere of open debate and intellectual freedom that has so nurtured the growth and depth of the discipline of Physics. I will admit to being shocked that a prestigious and vocal publication like _Physics Today_ would take such a step.

I feel it needful that you be given a chance to tell your side of the story before leaping to any conclusions. I would appreciate it, then, if you could send me either an official explanation or a reference to the same on the Web, so that I could evaluate the situation fairly. I have long felt that _Physics Today_ is a preeminent and respectable journal and a vital organ through which different branches of Physics could remain in touch. As a high school Physics teacher I have found it invaluable for keeping myself abreast of the field and for engaging my most

advanced students. However, the charges that have been levelled against the magazine, if true, would alter my perception drastically. I am not certain I could continue to read, or to recommend, the journal. Indeed, it would cast doubts on the entire AIP.

I look forward to your response and thank you for your time.

With respect,

--Bernard HP Gilroy

Carroll, Diane (Long Island)

From: Marc Brodsky [brodsky@aip.org]
Sent: Friday, August 24, 2001 10:53 AM
To: Alan_Sobel@compuserve.com
Subject: Re: Jeff Schmidt

Dear Dr. Sobel,

There are good policy and legal reasons to respect an employee's privacy. This makes it difficult for an employer to make a public comment on a termination and is a major reason that AIP has not issued a public statement on the termination that you question.

The ex-employee has raised arguments like those in the circulating letter before the National Labor Relations Board. His petitions to the NLRB have been repeatedly and finally denied at every level.

In the letter, a big deal is made of the fact that AIP did not try to deny him unemployment benefits. That's what the State of Maryland ruling means. AIP did not think it appropriate to try to deny him such benefits.

The basic fact is that he violated our trust and wrote his book on what he self-described as stolen time. He never told AIP about such activity. I took him at his word that it was stolen time. Even if, as he claimed after the fact, there was an element of jest in it, such an inflammatory comment is neither good for the morale of other hard working editors nor for the tradition of truth and accuracy from Physics Today editors. Virtually all other editors at Physics Today have steadily have increased their productivity in recent years while the ex-employee resisted such initiatives saying, inter alia, there were not enough hours in the day for him to do so. I now know why. Such behavior is not what Physics Today needs in an editor and that is why he was terminated. He was not fired for what was expressed in the book other than the opening lines of the introduction which had the claim about "stone time." In fact, I never read the rest of the book before the termination.

Eventually AIP may be forced to issue a public statement. Meanwhile, I hope you find the above remarks responsive.

Thanks for your interest,
Marc Brodsky

>>> Alan Sobel <Alan_Sobel@compuserve.com> 08/24/01 12:45AM >>>
My dear Mr Brodsky:

I have just read about the summary dismissal of Jeff Schmidt from Physics Today.

AIP has been concerned with tenure for physics teachers. Why does the organization avoid any consideration of tenure for staff members?

AIP has, in the past, been in favor of free speech for technical professionals. This summary denial of such freedom of writing and speech can only harm AIP in working for physicists and other scientists and engineers, and harm all of its members as well.

If your action is because Mr Schmidt has been active in attempting to improve workplace conditions, it is a shameful action. If it is because you disagree with the opinions he has expressed in his book, it is a shameful action.

I urge you to rescind this action before further damage is done to the Institute and its component societies.

Very truly yours,
Alan Sobel
Member APS, Senior Member IEEE, Fellow SID

8/23/01

Carroll, Diane (Long Island)

From: Marc Brodsky [brodsky@aip.org]
Sent: Friday, August 24, 2001 10:55 AM
To: Marie.Zolcinski-Couet@goodrich.com
Subject: Re: Protest for Physicist fired for writing book

Dear Dr. Zolcinski-Couët,

There are good policy and legal reasons to respect an employee's privacy. This makes it difficult for an employer to make a public comment on a termination and is a major reason that AIP has not issued a public statement on the termination that you question.

The ex-employee has raised arguments like those in the circulating letter before the National Labor Relations Board. His petitions to the NLRB have been repeatedly and finally denied at every level.

In the letter, a big deal is made of the fact that AIP did not try to deny him unemployment benefits. That's what the State of Maryland ruling means. AIP did not think it appropriate to try to deny him such benefits.

The basic fact is that he violated our trust and wrote his book on what he self-described as stolen time. He never told AIP about such activity. I took him at his word that it was stolen time. Even if, as he claimed after the fact, there was an element of jest in it, such an inflammatory comment is neither good for the morale of other hard working editors nor for the tradition of truth and accuracy from Physics Today editors. Virtually all other editors at Physics Today have steadily have increased their productivity in recent years while the ex-employee resisted such initiatives saying, inter alia, there were not enough hours in the day for him to do so. I now know why. Such behavior is not what Physics Today needs in an editor and that is why he was terminated. He was not fired for what was expressed in the book other than the opening lines of the introduction which had the claim about "stone time." In fact, I never read the rest of the book before the termination.

Eventually AIP may be forced to issue a public statement. Meanwhile, I hope you find the above remarks responsive.

Thanks for your interest,
Marc Brodsky

>>> "Zolcinski-Couet, Marie" <Marie.Zolcinski-Couet@goodrich.com>

>>> 08/23/01 02:24PM >>>

>To: Marc H. Brodsky

>Executive Director and CEO

>American Institute of Physics

>One Physics Ellipse

>College Park, Maryland 20740

>

>Dear Dr. Brodsky:

>

>As physicists and other scientists concerned about freedom of

>expression in the science community, we were troubled to learn of your

>dismissal of Jeff Schmidt, who had been an articles editor at Physics

>Today magazine for over 19 years.

>
>As we understand it, you fired Jeff after you saw his book, Disciplined
>Minds, and in particular after you learned that Jeff had used some of
>his spare time at the office for critical writing about education and
>employment in physics and other fields.
>
>While we do not necessarily agree with Jeff's views about the situation
>of physicists and other salaried professionals, and do not expect you
>to, we believe that free debate within the physics community is
>healthy. We expect you to encourage it, not stifle it, especially
>because physicists are known for speaking out when physicists
>internationally are punished for expressing their views. Your actions
>as head of the American Institute of Physics help to shape society's
>view of the physics community. We urge you to reconsider your
>decision, and offer to reinstate Jeff as an editor at Physics Today.
>
>We ask that you publish this letter in Physics Today, to bring our
>concerns to the attention of the wider physics community.
>
>Sincerely,
>

Marie-Christine Zolcinski-Couët
Senior Principal System Engineer
GOODRICH Optical & Space Systems
100 Wooster Heights Road
Danbury, CT 06810
e-mail: marie.zolcinski@goodrich.com

Carroll, Diane (Long Island)

From: Marc Brodsky [brodsky@aip.org]
Sent: Friday, August 24, 2001 10:56 AM
To: ghenders@vsu.edu
Subject: Re: free speech

Dear Dr. Henderson,

I am sorry you felt a need to reach a conclusion with only one side of the story.

There are good policy and legal reasons to respect an employee's privacy. This makes it difficult for an employer to make a public comment on a termination and is a major reason that AIP has not issued a public statement on the termination that you question.

The ex-employee has raised arguments like those in the circulating letter before the National Labor Relations Board. His petitions to the NLRB have been repeatedly and finally denied at every level.

In the letter, a big deal is made of the fact that AIP did not try to deny him unemployment benefits. That's what the State of Maryland ruling means. AIP did not think it appropriate to try to deny him such benefits.

The basic fact is that he violated our trust and wrote his book on what he self-described as stolen time. He never told AIP about such activity. I took him at his word that it was stolen time. Even if, as he claimed after the fact, there was an element of jest in it, such an inflammatory comment is neither good for the morale of other hard working editors nor for the tradition of truth and accuracy from Physics Today editors. Virtually all other editors at Physics Today have steadily have increased their productivity in recent years while the ex-employee resisted such initiatives saying, inter alia, there were not enough hours in the day for him to do so. I now know why. Such behavior is not what Physics Today needs in an editor and that is why he was terminated. He was not fired for what was expressed in the book other than the opening lines of the introduction which had the claim about "stone time." In fact, I never read the rest of the book before the termination.

Eventually AIP may be forced to issue a public statement. Meanwhile, I hope you find the above remarks responsive.

Thanks for your interest,
Marc Brodsky

>>> "George Henderson" <ghenders@vsu.edu> 08/23/01 12:35PM >>>

I thought free speech was sacred in the world of physics. I guess I was wrong. I must be living in a world of fantasy. I have been protesting the action of administrators for many years but a cancer has developed in the academic community. You appear to be one of the cancerous cells.

George W. Henderson
Physics Dept.
VSU

Carroll, Diane (Long Island)

From: Marc Brodsky [brodsky@aip.org]
Sent: Friday, August 24, 2001 10:58 AM
To: tblib@TTACS.TTU.EDU
Subject: Re: Dr. Jeff Schmidt's reinstatement to Physics Today

Dear Dr, Borst,

I am sorry you reached a conclusion with only one side of the story.

There are good policy and legal reasons to respect an employee's privacy. This makes it difficult for an employer to make a public comment on a termination and is a major reason that AIP has not issued a public statement on the termination that you question.

The ex-employee has raised arguments like those in the circulating letter before the National Labor Relations Board. His petitions to the NLRB have been repeatedly and finally denied at every level.

In the letter, a big deal is made of the fact that AIP did not try to deny him unemployment benefits. That's what the State of Maryland ruling means. AIP did not think it appropriate to try to deny him such benefits.

The basic fact is that he violated our trust and wrote his book on what he self-described as stolen time. He never told AIP about such activity. I took him at his word that it was stolen time. Even if, as he claimed after the fact, there was an element of jest in it, such an inflammatory comment is neither good for the morale of other hard working editors nor for the tradition of truth and accuracy from Physics Today editors. Virtually all other editors at Physics Today have steadily have increased their productivity in recent years while the ex-employee resisted such initiatives saying, inter alia, there were not enough hours in the day for him to do so. I now know why. Such behavior is not what Physics Today needs in an editor and that is why he was terminated. He was not fired for what was expressed in the book other than the opening lines of the introduction which had the claim about "stone time." In fact, I never read the rest of the book before the termination.

Eventually AIP may be forced to issue a public statement. Meanwhile, I hope you find the above remarks responsive.

Thanks for your interest,
Marc Brodsky

There are good policy and legal reasons to respect an employee's privacy. This makes it difficult for an employer to make a public comment on a termination and is a major reason that AIP has not issued a public statement on the termination that you question.

The ex-employee has raised arguments like those in the circulating letter before the National Labor Relations Board. His petitions to the NLRB have been repeatedly and finally denied at every level.

In the letter, a big deal is made of the fact that AIP did not try to deny him unemployment benefits. That's what the State of Maryland ruling means. AIP did not think it appropriate to try to deny him such benefits.

The basic fact is that he violated our trust and wrote his book on what he self-described as stolen time. He never told AIP about such activity. I took him at his word that it was stolen time. Even if, as he claimed after the fact, there was an element of jest in it, such an inflammatory comment is neither good for the morale of other hard working editors nor for the tradition of truth and accuracy from Physics Today editors. Virtually all other editors at Physics Today have steadily have increased their productivity in recent years while the ex-employee resisted

such initiatives saying, inter alia, there were not enough hours in the day for him to do so. I now know why. Such behavior is not what Physics Today needs in an editor and that is why he was terminated. He was not fired for what was expressed in the book other than the opening lines of the introduction which had the claim about "stone time." In fact, I never read the rest of the book before the termination.

Eventually AIP may be forced to issue a public statement. Meanwhile, I hope you find the above remarks responsive.

Thanks for your interest,
Marc Brodsky

>>> Walter Borst <tblib@TTACS.TTU.EDU> 08/23/01 12:18PM >>>

Dr. Marc H. Brodsky
Executive Director and CEO
American Institute of Physics
One Physics Ellipse
College Park, Maryland 20740

Dear Dr. Brodsky,

I urge you to reinstate Dr. Jeff Schmidt to his position as a staff editor at Physics Today. His firing by you makes no sense to me. You should be proud of having an intelligent and independent person working for Physics Today. Also, he has done an excellent job for the magazine and I have enjoyed reading it.

The firing of Dr. Schmidt was brought to my attention by e-mail from other physicists and APS members. While I do not know the details of the firing and while the tenor of the e-mail of course is supportive of Dr. Schmidt, I see enough substance to be very concerned by your actions. It seems to me that Dr. Schmidt's book "Disciplines Minds" and his, in my opinion, valuable "activism" got him fired. Do you disagree with my assessment?

The appearance of the book seemed to have been the last straw. This should not be the procedure to get rid of productive people with whose opinions and own independent scholarly work you disagree. In no way does Dr. Schmidt's book seem to have influenced the quality of his work at Physics Today.

I am very disappointed by the firing of Dr. Schmidt by the American Institute of Physics and I am concerned in which direction it is heading.

I believe that Dr. Schmidt has stayed well within the bounds of what is acceptable as free expression and free speech. Your action puts undue controls on these freedoms. If more and more such firings occur because of political expediences, we'll have lost much more more than the temporary "peace of mind" you may have wanted to generate. (I am afraid that, with letters such as this, your action may not give you that peace. If it had been for a better cause, I would admire your perseverance, but not here.)

I hope that have a generous mind to realize the mistake of firing Dr. Schmidt and that you see fit to hire him back.

Sincerely,
Walter L. Borst
Member of APS and TSAPS

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Walter L. Borst, Professor of Physics

Department of Physics, M.S. 41051, Texas Tech University Lubbock, Texas 79409

e-mail: Walter.Borst@ttu.edu, Tel. 806-742-3864, Fax 806-742-1182

Carroll, Diane (Long Island)

From: Marc Brodsky [brodsky@aip.org]
Sent: Friday, August 24, 2001 10:59 AM
To: mcinturff@seminole.lbl.gov
Subject: Re: Dismissal of Physics Today Editor

Dear Dr. McInturff,

Thank you for your request for debate.

There are good policy and legal reasons to respect an employee's privacy. This makes it difficult for an employer to make a public comment on a termination and is a major reason that AIP has not issued a public statement on the termination that you question.

The ex-employee has raised arguments like those in the circulating letter before the National Labor Relations Board. His petitions to the NLRB have been repeatedly and finally denied at every level.

In the letter, a big deal is made of the fact that AIP did not try to deny him unemployment benefits. That's what the State of Maryland ruling means. AIP did not think it appropriate to try to deny him such benefits.

The basic fact is that he violated our trust and wrote his book on what he self-described as stolen time. He never told AIP about such activity. I took him at his word that it was stolen time. Even if, as he claimed after the fact, there was an element of jest in it, such an inflammatory comment is neither good for the morale of other hard working editors nor for the tradition of truth and accuracy from Physics Today editors. Virtually all other editors at Physics Today have steadily have increased their productivity in recent years while the ex-employee resisted such initiatives saying, inter alia, there were not enough hours in the day for him to do so. I now know why. Such behavior is not what Physics Today needs in an editor and that is why he was terminated. He was not fired for what was expressed in the book other than the opening lines of the introduction which had the claim about "stone time." In fact, I never read the rest of the book before the termination.

Eventually AIP may be forced to issue a public statement. Meanwhile, I hope you find the above remarks responsive.

Thanks for your interest,
Marc Brodsky

>>> <mcinturff@seminole.lbl.gov> 08/23/01 01:08PM >>>

Dear Sir, I have recieved an "e" mail from professional colleagues that contains a charge that if true I as an APS member for more than 40 years am completely opposed to. If the dismissal of the Physics Today editor was for indeed the writting of this Book, then I and a number of fellow physicists (all long standing APS members) who have dicussed it agree that if true it is an infringement on free speech and an issue for the membership to debate in that otherwise by our silence we concur. If that debate find these statements true, then corrective action should be taken by the membership and their elected officers. I would like to see this debated through "Physics Today" or another suitable APS forum. Thank you for you time and attention to this matter.

Sincerely Al McInturff MC631267

Al McInturff

#1 Cyclotron Road, MS46-161

Berkeley, CA 94720

(510)486-7242, FAX(510)486-5310

Carroll, Diane (Long Island)

From: Marc Brodsky [brodsky@aip.org]
Sent: Friday, August 24, 2001 11:02 AM
To: carr@SLAC.Stanford.EDU
Subject: Re:

Dear Dr. Carr,

The issue is very well documented. I do not know why you think it might not be in these litigious days.

There are good policy and legal reasons to respect an employee's privacy. This makes it difficult for an employer to make a public comment on a termination and is a major reason that AIP has not issued a public statement on the termination that you question.

The ex-employee has raised arguments like those in the circulating letter before the National Labor Relations Board. His petitions to the NLRB have been repeatedly and finally denied at every level.

In the letter, a big deal is made of the fact that AIP did not try to deny him unemployment benefits. That's what the State of Maryland ruling means. AIP did not think it appropriate to try to deny him such benefits.

The basic fact is that he violated our trust and wrote his book on what he self-described as stolen time. He never told AIP about such activity. I took him at his word that it was stolen time. Even if, as he claimed after the fact, there was an element of jest in it, such an inflammatory comment is neither good for the morale of other hard working editors nor for the tradition of truth and accuracy from Physics Today editors. Virtually all other editors at Physics Today have steadily have increased their productivity in recent years while the ex-employee resisted such initiatives saying, inter alia, there were not enough hours in the day for him to do so. I now know why. Such behavior is not what Physics Today needs in an editor and that is why he was terminated. He was not fired for what was expressed in the book other than the opening lines of the introduction which had the claim about "stone time." In fact, I never read the rest of the book before the termination.

Eventually AIP may be forced to issue a public statement. Meanwhile, I hope you find the above remarks responsive.

Thanks for your interest,
Marc Brodsky

>>> Roger Carr <carr@SLAC.Stanford.EDU> 08/23/01 12:54PM >>>
Dear Dr. Brodsky,

I understand that you recently fired Jeff Schmidt without any of the normal process or documentation, apparently for publishing a controversial book that may have been partly written on company time. As a long time APS member and Physics Today subscriber, I hope either that you will reverse this unfortunate decision, or that the details of the story will show much more egregious misconduct than has come to light to date. I think that Physics Today should be very much an organ of free community discussion and free people, that it should strongly encourage dissenting opinions and dissenting people, and that it should never be seen as repressive or reactionary. I would think with Jeff's dismissal that everyone else on the staff would be intimidated against venturing an opinion that disagreed with yours, in print or elsewhere.

Have you never done anything yourself on company time that was not narrowly related to your official functions?

Sincerely,

Roger Carr

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Roger Carr

Stanford Synchrotron Radiation Laboratory Stanford Linear Accelerator Center Building 137, Mailstop 69

2575 Sand Hill Road

Menlo Park, CA 94025

Telephone 650-926-3965

Telefax 650-926-4100

E-mail Carr@SLAC.Stanford.edu

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Carroll, Diane (Long Island)

From: Marc Brodsky [brodsky@aip.org]
Sent: Friday, August 24, 2001 11:03 AM
To: bennhold@gwu.edu
Subject: Re:

Dear Dr. Bennhold,

There are good policy and legal reasons to respect an employee's privacy. This makes it difficult for an employer to make a public comment on a termination and is a major reason that AIP has not issued a public statement on the termination that you question.

The ex-employee has raised arguments like those in the circulating letter before the National Labor Relations Board. His petitions to the NLRB have been repeatedly and finally denied at every level.

In the letter, a big deal is made of the fact that AIP did not try to deny him unemployment benefits. That's what the State of Maryland ruling means. AIP did not think it appropriate to try to deny him such benefits.

The basic fact is that he violated our trust and wrote his book on what he self-described as stolen time. He never told AIP about such activity. I took him at his word that it was stolen time. Even if, as he claimed after the fact, there was an element of jest in it, such an inflammatory comment is neither good for the morale of other hard working editors nor for the tradition of truth and accuracy from Physics Today editors. Virtually all other editors at Physics Today have steadily have increased their productivity in recent years while the ex-employee resisted such initiatives saying, inter alia, there were not enough hours in the day for him to do so. I now know why. Such behavior is not what Physics Today needs in an editor and that is why he was terminated. He was not fired for what was expressed in the book other than the opening lines of the introduction which had the claim about "stone time." In fact, I never read the rest of the book before the termination.

Eventually AIP may be forced to issue a public statement. Meanwhile, I hope you find the above remarks responsive.

Thanks for your interest,
Marc Brodsky

>>> bennhold <bennhold@gwu.edu> 08/23/01 10:40AM >>>

To: Marc H. Brodsky
Executive Director and CEO
American Institute of Physics
One Physics Ellipse
College Park, Maryland 20740

Dear Dr. Brodsky:

I am writing to you today to express my concern about your dismissal of Jeff Schmidt who had been an articles editor at Physics Today magazine for over 19 years. As I understand it, you fired Jeff after you saw his book, Disciplined Minds, and in particular after you learned that Jeff had used some of his spare time at the office for critical writing about education and employment in physics and other fields.

While I do not necessarily agree with Jeff's views about the situation of physicists and other salaried professionals, and do not expect you to, I believe that free debate within the physics community is healthy. I would

expect you to encourage it, not stifle it, especially because physicists are known for speaking out when physicists internationally are punished for expressing their views. Your actions as head of the American Institute of Physics help to shape society's view of the physics community. I respectfully urge you to reconsider your decision, and offer to reinstate Jeff as an editor at Physics Today.

Sincerely,

Cornelius Bennhold
Associate Professor of Physics
The George Washington University

Carroll, Diane (Long Island)

From: Marc Brodsky [brodsky@aip.org]
Sent: Friday, August 24, 2001 11:11 AM
To: AllanDC@corning.com
Subject: Re: Jeff Schmidt

Dear Doug,

There are good policy and legal reasons to respect an employee's privacy. This makes it difficult for an employer to make a public comment on a termination and is a major reason that AIP has not issued a public statement on the termination that you question.

The ex-employee has raised arguments like those in the circulating letter before the National Labor Relations Board. His petitions to the NLRB have been repeatedly and finally denied at every level.

In the letter, a big deal is made of the fact that AIP did not try to deny him unemployment benefits. That's what the State of Maryland ruling means. AIP did not think it appropriate to try to deny him such benefits.

The basic fact is that he violated our trust and wrote his book on what he self-described as stolen time. He never told AIP about such activity. I took him at his word that it was stolen time. Even if, as he claimed after the fact, there was an element of jest in it, such an inflammatory comment is neither good for the morale of other hard working editors nor for the tradition of truth and accuracy from Physics Today editors. Virtually all other editors at Physics Today have steadily have increased their productivity in recent years while the ex-employee resisted such initiatives saying, inter alia, there were not enough hours in the day for him to do so. I now know why. Such behavior is not what Physics Today needs in an editor and that is why he was terminated. He was not fired for what was expressed in the book other than the opening lines of the introduction which had the claim about "stone time." In fact, I never read the rest of the book before the termination.

Eventually AIP may be forced to issue a public statement. Meanwhile, I hope you find the above remarks responsive.

Thanks for your interest,
Marc

>>> "Allan, Douglas C Dr" <AllanDC@corning.com> 08/23/01 11:09AM >>>
Dear Marc,

I have just learned of the firing of Jeff Schmidt from Physics Today. My facts come only from email and the web, so I recognize I probably don't have the full story. Nevertheless, the part I have read makes me disappointed and concerned.

I don't like to tell you what to do, Marc, because I have known you for many years and recognize that you are deeply committed to the physics community. I hope you can resolve this problem, and hopefully reinstate Jeff Schmidt, without doing damage to freedom of speech. Physicists, of all people, should honor differences of opinion and healthy debate.

Thank you for your work on behalf of physics.

Regards,

Doug Allan
Research Associate,
Corning Incorporated
(Opinions are my own, not necessarily those of Corning Incorporated.)

Carroll, Diane (Long Island)

From: Marc Brodsky [brodsky@aip.org]
Sent: Friday, August 24, 2001 11:12 AM
To: anant@nas.nasa.gov
Subject: Re: [Fwd: Physicist fired for writing book]

Dear Dr. Anantram,

There are good policy and legal reasons to respect an employee's privacy. This makes it difficult for an employer to make a public comment on a termination and is a major reason that AIP has not issued a public statement on the termination that you question.

The ex-employee has raised arguments like those in the circulating letter before the National Labor Relations Board. His petitions to the NLRB have been repeatedly and finally denied at every level.

In the letter, a big deal is made of the fact that AIP did not try to deny him unemployment benefits. That's what the State of Maryland ruling means. AIP did not think it appropriate to try to deny him such benefits.

The basic fact is that he violated our trust and wrote his book on what he self-described as stolen time. He never told AIP about such activity. I took him at his word that it was stolen time. Even if, as he claimed after the fact, there was an element of jest in it, such an inflammatory comment is neither good for the morale of other hard working editors nor for the tradition of truth and accuracy from Physics Today editors. Virtually all other editors at Physics Today have steadily have increased their productivity in recent years while the ex-employee resisted such initiatives saying, inter alia, there were not enough hours in the day for him to do so. I now know why. Such behavior is not what Physics Today needs in an editor and that is why he was terminated. He was not fired for what was expressed in the book other than the opening lines of the introduction which had the claim about "stone time." In fact, I never read the rest of the book before the termination.

Eventually AIP may be forced to issue a public statement. Meanwhile, I hope you find the above remarks responsive.

Thanks for your interest,
Marc Brodsky

>>> "M. P. Anantram" <anant@nas.nasa.gov> 08/23/01 11:51AM >>>

Dear Dr. Brodsky,

I am concerned by the enclosed mail that I received from Talat Rahman et. al. While I understand that AIP is a work place that cannot afford the freedom possible in a research environment, the action of firing Jeff Schmidt for the reasons given in the enclosed letter is unjustified.

I appeal to you and your colleagues to reverse your opinion, reinstate Jeff Schmidt at AIP, and work on making AIP a model organization for corporate America.

I have enjoyed Physics Today and other AIP publications and believe that you staff is doing an excellent job. Even more impressive are the many non traditional articles written in Physics Today (those that do not agree with conventional Physics establishments). I hope that we in the scientific community will continue the tradition of NOT AGREEING with one another; This only makes us BETTER. The punishment of firing Jeff Schmidt for following this tradition is too harsh.

Sincerely,

M. P. Anantram

Carroll, Diane (Long Island)

From: Marc Brodsky [brodsky@aip.org]
Sent: Friday, August 24, 2001 11:13 AM
To: frankel@frankel.hep.upenn.edu
Subject: Re:

Dear Sherm,

There are good policy and legal reasons to respect an employee's privacy. This makes it difficult for an employer to make a public comment on a termination and is a major reason that AIP has not issued a public statement on the termination that you question.

The ex-employee has raised arguments like those in the circulating letter before the National Labor Relations Board. His petitions to the NLRB have been repeatedly and finally denied at every level.

In the letter, a big deal is made of the fact that AIP did not try to deny him unemployment benefits. That's what the State of Maryland ruling means. AIP did not think it appropriate to try to deny him such benefits.

The basic fact is that he violated our trust and wrote his book on what he self-described as stolen time. He never told AIP about such activity. I took him at his word that it was stolen time. Even if, as he claimed after the fact, there was an element of jest in it, such an inflammatory comment is neither good for the morale of other hard working editors nor for the tradition of truth and accuracy from Physics Today editors. Virtually all other editors at Physics Today have steadily have increased their productivity in recent years while the ex-employee resisted such initiatives saying, inter alia, there were not enough hours in the day for him to do so. I now know why. Such behavior is not what Physics Today needs in an editor and that is why he was terminated. He was not fired for what was expressed in the book other than the opening lines of the introduction which had the claim about "stone time." In fact, I never read the rest of the book before the termination.

Eventually AIP may be forced to issue a public statement. Meanwhile, I hope you find the above remarks responsive.

Thanks for your interest,
Marc

>>> "Sherman Frankel 215-898-8146" <frankel@frankel.hep.upenn.edu>
>>> 08/24/01 10:51AM >>>

August 24, 2001

Mark Brodsky
American Institute of Physics

Dear Prof. Brodsky,

While I do not know the book "Disciplined Minds", I do know that today's physicists are generally uninterested in the political aspects of their work. They no longer are involved in Washington on matters of physics and public policy as were physicists like Weisskopf and Bethe.

The charges that Schmidt had strong political views and that "he had done some work on his book in his office" strike home with me.

For the last 40 or so years I have put in my 60 hour week in my office working on physics but spending about 15% of my time on politically important subjects. www.dept.physics.upenn.edu/facultyinfo/frankel lists my physics papers but also my political articles in newspapers around the country and in many different political and even medical journals. So I strongly feel that we should applaud the fact that he added public policy to his interests and disregard the lame statement that he worked on his book occasionally in his office.

Sincerely yours,

Sherman Frankel
Professor of Physics
University of Pennsylvania

Carroll, Diane (Long Island)

From: Marc Brodsky [brodsky@aip.org]
Sent: Friday, August 24, 2001 11:17 AM
To: thesound@ridgefield.sdr.slb.com
Subject: Re: Jeff Schmidt

Dear Dr. Johnson,
Yes, Physics Today's side of the matter, which is quite different.
We are talking about on the job performance, not expressions of free speech.

There are good policy and legal reasons to respect an employee's privacy. This makes it difficult for an employer to make a public comment on a termination and is a major reason that AIP has not issued a public statement on the termination that you question.

The ex-employee has raised arguments like those in the circulating letter before the National Labor Relations Board. His petitions to the NLRB have been repeatedly and finally denied at every level.

In the letter, a big deal is made of the fact that AIP did not try to deny him unemployment benefits. That's what the State of Maryland ruling means. AIP did not think it appropriate to try to deny him such benefits.

The basic fact is that he violated our trust and wrote his book on what he self-described as stolen time. He never told AIP about such activity. I took him at his word that it was stolen time. Even if, as he claimed after the fact, there was an element of jest in it, such an inflammatory comment is neither good for the morale of other hard working editors nor for the tradition of truth and accuracy from Physics Today editors. Virtually all other editors at Physics Today have steadily have increased their productivity in recent years while the ex-employee resisted such initiatives saying, inter alia, there were not enough hours in the day for him to do so. I now know why. Such behavior is not what Physics Today needs in an editor and that is why he was terminated. He was not fired for what was expressed in the book other than the opening lines of the introduction which had the claim about "stone time." In fact, I never read the rest of the book before the termination.

Eventually AIP may be forced to issue a public statement. Meanwhile, I hope you find the above remarks responsive.

Thanks for your interest,
Marc Brodsky

>>> David Johnson <thesound@ridgefield.sdr.slb.com> 08/24/01 10:44AM >>>

Dear Dr. Brodsky,

I have received a letter detailing accusations of unfair labor practices by Physics Today in the firing of Jeff Schmidt. On the face of it, if the facts as stated in the letter are correct, Physics Today would appear to have trampled upon Dr. Schmidt's rights of free speech. Of course, the letter did not detail Physics Today's side of the matter, which is probably quite different.

Accordingly, I would like to strongly recommend that PT publish an open account of this issue, allowing the Schmidt side to present its story as well as providing Physics Today an opportunity for a rebuttal.

I can think of no better way of serving the physics community on this issue.

David L. Johnson
Scientific Advisor and Program Manager, FE Acoustics Schlumberger-Doll Research Old Quarry Rd.
Ridgefield, CT 06877-4108
(203) 431-5207
FAX: (203) 438-3819
thesound@ridgefield.sdr.slb.com

Carroll, Diane (Long Island)

From: test ["nathan@acpgate.acp.org"]
Sent: Friday, August 24, 2001 11:21 AM
To: brodsky@aip.org
Subject: Re: Physicist fired for writing book

Attachments: Header



Header (1 KB)

OK, Fine.

At 10:30 AM 8/24/2001 -0400, you wrote:

>Dear Marshall,
>Here is our response. He overstepped his bounds.
>Marc
>
>There are good policy and legal reasons to respect an employee's
>privacy. This makes it difficult for an employer to make a public
>comment on a termination and is a major reason that AIP has not issued
>a public statement on the termination that you question.
>
>The ex-employee has raised arguments like those in your letter before
>the National Labor Relations Board. His petitions to the NLRB have
>been repeatedly and finally denied at every level.
>
>In your letter, a big deal is made of the fact that AIP did not try to
>deny him unemployment benefits. That's what the State of Maryland
>ruling means. AIP did not think it appropriate to try to deny him such benefits.
>
>The basic fact is that he violated our trust and wrote his book on what
>he self-described as stolen time. He never told AIP about such
>activity. I took him at his word that it was stolen time. Even if, as
>he claimed after the fact, there was an element of jest in it, such an
>inflammatory comment is neither good for the morale of other hard
>working editors nor for the tradition of truth and accuracy from
>Physics Today editors. Virtually all other editors at Physics Today
>have steadily have increased their productivity in recent years while
>the ex-employee resisted such initiatives saying, inter alia, there were not enough hours
>in the day for him to do so. I now know why. Such behavior is not what
>Physics Today needs in an editor and that is why he was terminated. He
>was not fired for what was expressed in the book other than the opening
>lines of the introduction which had the claim about "stone time." In
>fact, I never read the rest of the book before the termination.
>
>Eventually AIP may be forced to issue a public statement. Meanwhile, I
>hope you find the above remarks responsive.

>

>Thanks for your interest,

>Marc Brodsky

>

>>> test <nathan@ece.umn.edu> 08/24/01 07:32AM >>>

>Hi Marc,

>This sounds bad. Is it true? What is going on?

>Marshall

>

>At 11:42 PM 8/23/2001 -0700, you wrote:

>>Dear fellow scientist,

>>

>>As you may have heard, Physics Today magazine recently gave a very

>>punishing review to a book written by physicist Jeff Schmidt: The

>>magazine fired him.

>>

>>Jeff was a staff editor at Physics Today for 19 years -- until his

>>supervisors saw Disciplined Minds (Rowman & Littlefield, 2000), a

>>thought-provoking critique of workplace hierarchy and the politically

>>subordinate role of salaried professionals. The book uses physicists

>>and physics graduate school to help illustrate points about

>>professionals and professional training in general.

>>

>>Within days of learning about his irreverent book, the higher-ups at

>>Physics Today dismissed Jeff summarily, apparently using the book as

>>an opportunity to retaliate against him for his workplace activism

>>and to ignore his widely praised work for the magazine. Details of

>>Jeff's firing are given in the statement below, and can also be found

>>on the Web at <http://disciplined-minds.com>

>>

>>Please join us in protesting Jeff's dismissal, by adding your name to

>>the letter below. We will send the letter to Marc H. Brodsky,

>>Executive Director and CEO of the American Institute of Physics,

>>which publishes Physics Today, and we will also post it on the Web.

>>

>>To add your name to the letter, please send an e-mail message to

>>SpeechRights@aol.com. Include your name and an affiliation, such as

>>your department and institution. Please ask others to add their names, too.

>>

>>You can also write directly to Marc Brodsky, at brodsky@aip.org. If

>>you do, please send a copy of your letter to SpeechRights@aol.com so

>>that it can be posted on the Web. We may send you updates on this

>>issue (if you prefer not to receive them, just let us know).

>>

>>Your support will make a big difference.

>>

>>Sincerely,

>>

>>Talat Rahman

>>Fellow of the American Physical Society University Distinguished

> >Professor Department of Physics Kansas State University
> >
> >George F. Reiter
> >Professor of Physics
> >University of Houston
> >
> >Michael A. Lee
> >Professor of Physics
> >Kent State University
> >
> >-----
> >
> >Background info about Jeff Schmidt and Disciplined Minds
> >
> >By Chris Mohr and Jean Kumagai
> >Former Physics Today staff members
> >
> >In Disciplined Minds, Jeff Schmidt challenges professionals to view
> >their role in society in a new and unsettling way. He argues that
> >professional work has both technical and political components, and
> >that salaried professionals are expected to be technically creative
> >but politically subordinate. In particular, they are expected to
> >work creatively to further their employers' world view rather than
> >their own. Such subordination does not occur without a fight, the
> >book maintains, and so the workplace becomes a battleground for the
> >very identity of the individual, as does graduate school, where professionals are trained.
> >
> >Jeff has a PhD in physics from the University of California, Irvine,
> >and he draws many of his examples from the predicament of employed
> >physicists and physics graduate students. (In one chapter, he
> >examines the physics PhD qualifying examination and shows how the
> >seemingly value-neutral test identifies candidates who have the
> >"right attitude" about their
> >work.) His book details the battle one must fight to be an
> >independent thinker and to advance one's own social vision in today's
> >corporate society. It offers advice on how to make employment more
> >than an exercise in knowing your place, and how to make graduate
> >school more than an abusive "intellectual bootcamp" that breaks the
> >individual in to playing a conventional role. You can avoid the
> >cynicism and intellectual timidity that afflicts so many professional
> >employees, he says, but doing so is not easy, and he discusses how it can be done.
> >
> >While at Physics Today, Jeff played the most prominent role in staff
> >efforts to improve working conditions, increase staff participation
> >in decision-making, and broaden the range of viewpoints allowed in
> >the magazine. He also led an effort to force Physics Today to live
> >up to its advertised claim of being an affirmative-action employer,
> >noting that the magazine was hiring and training only whites as
> >editors, a pattern that eventually left the magazine with an
> >all-white staff of 16 professionals and a non-white secretarial staff of 3.

>>

>>In firing Jeff, the managers at Physics Today cited a statement, at
>>the beginning of Disciplined Minds, that he had done some work on the
>>book in his office. Such use of time constitutes "misconduct," they
>>said. But to those familiar with the Physics Today workplace, this
>>charge looks more like a pretext to get rid of someone who was
>>persistently pressing for changes in workplace policies. Indeed, the
>>fact that the magazine's managers dismissed Jeff after so many years
>>of service not only without a hearing, but also without asking him a
>>single question about his work on the book, suggests that they were looking for an opportunity to remove him.

>>

>>By the time Disciplined Minds was published, Physics Today's managers
>>had already tried unsuccessfully to silence Jeff with repressive
>>measures just short of dismissal. At one point, for example, they
>>put gag orders on Jeff and another outspoken staff editor, warning
>>that they would be fired if they said anything "counterproductive."
>>These orders were eventually lifted due to pressure from coworkers.
>>Perhaps even more incredibly, Physics Today also banned private
>>conversations in the workplace, announcing that all conversations
>>between staff members must be open to monitoring by managers. In
>>light of this history, Physics Today's response to Disciplined Minds is less surprising.

>>

>>The managers at Physics Today apparently thought the book would look
>>so provocative to others that no one would object if they fired Jeff.
>>They were wrong. To date, there have been many protests: by sixteen
>>former Physics Today staff members (including us), by the National
>>Writers Union, and by 160 scholars, writers and educators in a wide
>>range of fields. Even the State of Maryland, after an unemployment
>>benefits hearing, rejected AIP's charge that Jeff's work on the book
>>at the office constituted misconduct, finding that Physics Today
>>fired Jeff without evidence that his spare-time writing interfered
>>with his work for the magazine. (During the years that Jeff was
>>writing Disciplined Minds, Physics Today gave him two promotions and
>>19 salary increases based explicitly on the quantity and quality of
>>his work for the
>>magazine.) Details of the state investigation are posted on the Web
>>at <http://disciplined-minds.com>, along with the protest letters,
>>reports in the press and reviews of the book.

>>

>>Jeff recently took his case to one of the ten largest law firms in
>>Washington, D.C. Lawyers at Dickstein Shapiro Morin & Oshinsky felt
>>that Physics Today's actions, if left unchallenged, would set a bad
>>precedent for employees everywhere. They waived their fees and will
>>do what they can to bring legal challenges against Physics Today's
>>repressive behavior, simply for the public good. Physics Today has
>>hired what union activists and labor lawyers call the most notorious
>>union-busting law firm in the country (Jackson, Lewis, Schnitzler &
>>Krupman) to deal with any legal challenges in this case. That's
>>revealing, but it doesn't mean that the law is a likely source of
>>justice for Jeff. The law generally favors employers, and so Jeff's

> >best chance for justice is support from the physics community.
> >
> >Please consider adding your name to the letter below or writing your
> >own letter. You can also spread the word by telling your friends and
> >colleagues about Jeff's case, by linking your Web site to
> ><http://disciplined-minds.com> and, if you are an instructor, by
> >informing your students about Jeff's situation.
> >
> >You can contact Jeff at...
> >
> >Jeff Schmidt
> >3003 Van Ness Street NW #W406
> >Washington, DC 20008
> >jeffschmidt@alumni.uci.edu
> >202-537-3645
> >
> >(The above is based on information from Jeff and other former Physics
> >Today employees, and on relevant documents. You can contact us at
> >christophermohr@hotmail.com and jean_kumagai@hotmail.com)
> >
> >-----
> >
> >The letter...
> >
> >To: Marc H. Brodsky
> >Executive Director and CEO
> >American Institute of Physics
> >One Physics Ellipse
> >College Park, Maryland 20740
> >
> >Dear Dr. Brodsky:
> >
> >As physicists and other scientists concerned about freedom of
> >expression in the science community, we were troubled to learn of
> >your dismissal of Jeff Schmidt, who had been an articles editor at
> >Physics Today magazine for over 19 years.
> >
> >As we understand it, you fired Jeff after you saw his book,
> >Disciplined Minds, and in particular after you learned that Jeff had
> >used some of his spare time at the office for critical writing about
> >education and employment in physics and other fields.
> >
> >While we do not necessarily agree with Jeff's views about the
> >situation of physicists and other salaried professionals, and do not
> >expect you to, we believe that free debate within the physics
> >community is healthy. We expect you to encourage it, not stifle it,
> >especially because physicists are known for speaking out when
> >physicists internationally are punished for expressing their views.
> >Your actions as head of the American Institute of Physics help to
> >shape society's view of the physics community. We urge you to

> >reconsider your decision, and offer to reinstate Jeff as an editor at Physics Today.

> >

> >We ask that you publish this letter in Physics Today, to bring our

> >concerns to the attention of the wider physics community.

> >

> >Sincerely,

> >

> >(This letter expresses the views of the undersigned; affiliations are

> >listed for identification only. Those of us whose names are marked

> >with asterisks worked with Jeff directly, as he edited our articles

> >for publication in Physics Today, and can attest that he does

> >excellent, conscientious work.)

>

>Marshall I. Nathan

>Department of Electrical and Computer Engineering University of

>Minnesota 200 Union St. S.E.

>Minneapolis, MN 55455

>Tel: (612) 625-2319, Fax: 4583

><http://www.ece.umn.edu/faculty/nathan.html>

Marshall I. Nathan

Department of Electrical and Computer Engineering University of Minnesota 200 Union St. S.E.

Minneapolis, MN 55455

Tel: (612) 625-2319, Fax: 4583

<http://www.ece.umn.edu/faculty/nathan.html>

D00811

Carroll, Diane (Long Island)

From: Marc Brodsky [brodsky@aip.org]
Sent: Friday, August 24, 2001 11:27 AM
To: SAPP@AESIR.MIT.EDU
Subject: Re: your side of the story

Dear Wade,

Thanks for being open about hearing the other side. Here it is.

There are good policy and legal reasons to respect an employee's privacy. This makes it difficult for an employer to make a public comment on a termination and is a major reason that AIP has not issued a public statement on the termination that you question.

The ex-employee has raised arguments like those in the circulating letter before the National Labor Relations Board. His petitions to the NLRB have been repeatedly and finally denied at every level.

In the letter, a big deal is made of the fact that AIP did not try to deny him unemployment benefits. That's what the State of Maryland ruling means. AIP did not think it appropriate to try to deny him such benefits.

The basic fact is that he violated our trust and wrote his book on what he self-described as stolen time. He never told AIP about such activity. I took him at his word that it was stolen time. Even if, as he claimed after the fact, there was an element of jest in it, such an inflammatory comment is neither good for the morale of other hard working editors nor for the tradition of truth and accuracy from Physics Today editors. Virtually all other editors at Physics Today have steadily have increased their productivity in recent years while the ex-employee resisted such initiatives saying, inter alia, there were not enough hours in the day for him to do so. I now know why. Such behavior is not what Physics Today needs in an editor and that is why he was terminated. He was not fired for what was expressed in the book other than the opening lines of the introduction which had the claim about "stone time." In fact, I never read the rest of the book before the termination.

Eventually AIP may be forced to issue a public statement. Meanwhile, I hope you find the above remarks responsive.

Thanks for your interest,
Marc

>>> <SAPP@AESIR.MIT.EDU> 08/24/01 10:30AM >>>

Hi Marc,

Before I even think of expressing an opinion, I'd like to hear Physics Today's (and/or your) side of the story. Whenever.

Thanks.

Wade

Carroll, Diane (Long Island)

From: Marc Brodsky [brodsky@aip.org]
Sent: Friday, August 24, 2001 11:30 AM
To: dwaller@physics.carleton.ca
Subject: Re: Dubious dismissal of Jeff Schmidt

Dear Dr. Waller,

I am sorry you reached a conclusion about this issue without hearing out side of the issue. For reasons discussed below, we have been reluctant to respond to many claims in the current circulating and other letters.

AIP was the employer and not APS.

Part of the reason for the action taken was preserving the integrity of Physics Today.

There are good policy and legal reasons to respect an employee's privacy. This makes it difficult for an employer to make a public comment on a termination and is a major reason that AIP has not issued a public statement on the termination that you question.

The ex-employee has raised arguments like those in the circulating letter before the National Labor Relations Board. His petitions to the NLRB have been repeatedly and finally denied at every level.

In the letter, a big deal is made of the fact that AIP did not try to deny him unemployment benefits. That's what the State of Maryland ruling means. AIP did not think it appropriate to try to deny him such benefits.

The basic fact is that he violated our trust and wrote his book on what he self-described as stolen time. He never told AIP about such activity. I took him at his word that it was stolen time. Even if, as he claimed after the fact, there was an element of jest in it, such an inflammatory comment is neither good for the morale of other hard working editors nor for the tradition of truth and accuracy from Physics Today editors. Virtually all other editors at Physics Today have steadily have increased their productivity in recent years while the ex-employee resisted such initiatives saying, inter alia, there were not enough hours in the day for him to do so. I now know why. Such behavior is not what Physics Today needs in an editor and that is why he was terminated. He was not fired for what was expressed in the book other than the opening lines of the introduction which had the claim about "stone time." In fact, I never read the rest of the book before the termination.

Eventually AIP may be forced to issue a public statement. Meanwhile, I hope you find the above remarks responsive.

Thanks for your interest,
Marc Brodsky

>>> David Waller <dwaller@physics.carleton.ca> 08/24/01 10:25AM >>>
Dr. Brodsky,

I was very disturbed to hear about Physics Today's treatment of Jeff Schmidt. Your censorship and dismissal of a dissenting voice in our community is undemocratic and unlawful. I will not renew my Physics Today membership (and APS membership) if this wrong is not righted. I will also recommend to my colleagues at my department that they do likewise.

Regretfully,
David Waller

*
* David Waller
* Department of Physics
* Carleton University
* Ottawa, Ontario, Canada
* K1S 5B6
*

Carroll, Diane (Long Island)

From: Marc Brodsky [brodsky@aip.org]
Sent: Friday, August 24, 2001 11:33 AM
To: apblair@students.wisc.edu
Subject: Re: A word of support

Dear Dr. Blair,
Thanks for your support.
For your info, below is my response to others.
Marc

>>> art blair <apblair@students.wisc.edu> 08/23/01 03:41PM >>>

I recently got an email from "speechrights@aol.com" concerning Jeff Schmidt. Based on just the email I was ready to fire off a nasty letter to you but upon further study of his web site and his book my only complaint is that you put up with this deluded paranoiac for 19 years.

Please dont rehire Mr Schmidt. If you cave in you'll be sending a message to every layabout that their employers are supposed to pay them to pursue their own interests rather than what the rest of us would call work. It'll be one more step toward turning work into welfare.

Good luck,
Art.

--

Art Blair
Physics Dept-Plasma Research Group
University of Wisconsin-Madison voice:(608)262-1232
1150 University Ave fax:(608)262-7205
Madison, WI 53706 email:apblair@students.wisc.edu

Carroll, Diane (Long Island)

From: Marc Brodsky [brodsky@aip.org]
Sent: Friday, August 24, 2001 11:33 AM
To: varora@wilkes.edu
Subject: Re: Freedom of Speech

Dear Dr. Arora,

There are good policy and legal reasons to respect an employee's privacy. This makes it difficult for an employer to make a public comment on a termination and is a major reason that AIP has not issued a public statement on the termination that you question.

The ex-employee has raised arguments like those in the circulating letter before the National Labor Relations Board. His petitions to the NLRB have been repeatedly and finally denied at every level.

In the letter, a big deal is made of the fact that AIP did not try to deny him unemployment benefits. That's what the State of Maryland ruling means. AIP did not think it appropriate to try to deny him such benefits.

The basic fact is that he violated our trust and wrote his book on what he self-described as stolen time. He never told AIP about such activity. I took him at his word that it was stolen time. Even if, as he claimed after the fact, there was an element of jest in it, such an inflammatory comment is neither good for the morale of other hard working editors nor for the tradition of truth and accuracy from Physics Today editors. Virtually all other editors at Physics Today have steadily have increased their productivity in recent years while the ex-employee resisted such initiatives saying, inter alia, there were not enough hours in the day for him to do so. I now know why. Such behavior is not what Physics Today needs in an editor and that is why he was terminated. He was not fired for what was expressed in the book other than the opening lines of the introduction which had the claim about "stone time." In fact, I never read the rest of the book before the termination.

Eventually AIP may be forced to issue a public statement. Meanwhile, I hope you find the above remarks responsive.

Thanks for your interest,
Marc Brodsky

>>> "Vijay K. Arora (Prof)" <varora@wilkes.edu> 08/24/01 10:30AM >>>
August 24, 2001

Dr. Marc H. Brodsky
Executive Director and CEO
American Institute of Physics
One Physics Ellipse
College Park, Maryland 20740

Dear Dr. Brodsky:

I was shocked to learn that on American soil the freedom of expression in the science community is being challenged by the very people who pretend to save us from abuses of political offices. As a physicist concerned about our constitutional right and as a life member of the APS, I am troubled to learn of your dismissal of Jeff Schmidt, who had been an articles editor at Physics Today magazine for over 19 years.

As we understand it, you fired Jeff after you saw his book, *Disciplined Minds*, and in particular after you learned that Jeff had used some of his spare time at the office for critical writing about education and employment in physics and other fields.

While we do not necessarily agree with Jeff's views about the situation of physicists and other salaried professionals, and do not expect you to, we believe that free debate within the physics community is healthy. We expect you to encourage it, not stifle it, especially because physicists are known for speaking out when physicists internationally are punished for expressing their views. Your actions as head of the American Institute of Physics help to shape society's view of the physics community. We urge you to reconsider your decision, and offer to reinstate Jeff as an editor at *Physics Today*.

We ask that you publish this letter in *Physics Today*, to bring our concerns to the attention of the wider physics community.

Sincerely,

Vijay K. Arora
Vijay K. Arora (Prof)
Engineering and Physics
Wilkes University
Wilkes-Barre, PA 18766

(570)408-4813 (direct line)
(570)408-4810 (office)
(800)WILKESU/ext. 4813
(570)408-7881 (Fax)
E-Mail: varora@wilkes.edu

Carroll, Diane (Long Island)

From: Marc Brodsky [brodsky@aip.org]
Sent: Friday, August 24, 2001 11:38 AM
To: wsaslow@tamu.edu
Subject: Re:

Dear Wayen,

Thanks for your reasoned email.

AIP only went to court, actually administrative legal proceedings so far, in this issue as a defendant.

We chose not to defend in one case because of reasons below.

This is not a freedom of speech issue. It is a full time job performance issue.

Marc

>>> Wayne Saslow <wsaslow@tamu.edu> 08/24/01 11:28AM >>>

Dear Marc:

Over the past few years I have seen you at APS meetings, and meant to say hello because of our overlap at Penn many years ago. It is unfortunate that I am writing you under the present circumstances.

After reading an email on the subject of Jeff Schmidt's firing, I don't know who is right or who is wrong. However, summary dismissal doesn't smell right. Moreover, I do not like having one of the most important organizations I am associated with engage in what appears to be obvious repressive behavior.

Yes, I realize that personalities are involved, and that there is a history, but the AIP is NOT just any old organization. Its membership consists of individual thinkers. I as one do not believe that summary dismissal due to what was apparently an emotionally wrought supervisor should be the considered action of MY organization. I have been a member of the APS for over thirty-five years now, and I have never before been embarrassed by it. This is a first.

Nor do I believe that my organization should be going to court about this.

The AIP were the good guys on the issue of publication costs, and I supported the AIP in going to court for that (I appreciated your letters in Physics Today). I do not support the AIP going to court against Jeff Schmidt. Indeed, I oppose it. When people ask me about what happened with Jeff Schmidt, I will say that I think the AIP first made one poorly-thought-out decision, and is now seemingly willing to follow through on that bad decision.

I strongly recommend that the AIP reconsider its actions. I do not know what a fair resolution is, but the situation that exists now is, in my opinion, unacceptable.

Best Regards, Wayne

Prof. Wayne Saslow
Department of Physics
Texas A&M University
College Station, TX 77843-4242
979-845-4841(fax-2590)
wsaslow@tamu.edu

Carroll, Diane (Long Island)

From: Allan, Douglas C Dr ["AllanDC@acpgate.acp.org"]
Sent: Friday, August 24, 2001 11:39 AM
To: brodsky@aip.org
Subject: RE: Jeff Schmidt

Attachments: Header



Header (1 KB)

Dear Marc,

I really appreciate your writing back. I do understand that what appears on the surface can be far from the whole story. I wish you luck in dealing with the uproar. I do hope some kind of statement can be released, for the sake of our community. Meanwhile I will trust you to handle it, and again wish you luck.

Regards,
Doug

PS You probably know that David DiVincenzo and Barbara Terhal are expecting a baby girl on 4 Sept. All three are doing great so far.

> -----

> From: Marc Brodsky[SMTP:brodsky@aip.org]
> Sent: Friday, August 24, 2001 11:10 AM
> To: AllanDC@corning.com
> Subject: Re: Jeff Schmidt

>

> Dear Doug,

> There are good policy and legal reasons to respect an employee's privacy. This makes it difficult for an employer to make a public comment on a termination and is a major reason that AIP has not issued a public statement on the termination that you question.

>

> The ex-employee has raised arguments like those in the circulating letter before the National Labor Relations Board. His petitions to the NLRB have been repeatedly and finally denied at every level.

>

> In the letter, a big deal is made of the fact that AIP did not try to deny him unemployment benefits. That's what the State of Maryland ruling means. AIP did not think it appropriate to try to deny him such benefits.

>

> The basic fact is that he violated our trust and wrote his book on what he self-described as stolen time. He never told AIP about such activity. I took him at his word that it was stolen time. Even if, as he claimed after the fact, there was an element of jest in it, such an inflammatory comment is neither good for the morale of other hard working editors nor for the tradition of truth and accuracy from Physics Today editors. Virtually all other editors at Physics Today have steadily have increased their productivity in recent years while the ex-employee resisted such initiatives saying, inter alia, there were not enough hours in the day for him to do so. I now know why. Such behavior is not what Physics Today needs in an editor and that is why he was terminated. He was not fired for what was expressed in the book other than the opening lines of the introduction which had the claim about "stone time." In fact, I never read the rest of the book before the termination!

!

.

>

> Eventually AIP may be forced to issue a public statement. Meanwhile, I hope you find the above remarks responsive.

>

> Thanks for your interest,

> Marc

>

>

> >> "Allan, Douglas C Dr" <AllanDC@corning.com> 08/23/01 11:09AM >>>

> Dear Marc,

>

> I have just learned of the firing of Jeff Schmidt from Physics Today. My facts come only from email and the web, so I recognize I probably don't have the full story. Nevertheless, the part I have read makes me disappointed and concerned.

>

> I don't like to tell you what to do, Marc, because I have known you for many years and recognize that you are deeply committed to the physics community. I hope you can resolve this problem, and hopefully reinstate Jeff Schmidt, without doing damage to freedom of speech. Physicists, of all people, should honor differences of opinion and healthy debate.

>

> Thank you for your work on behalf of physics.

>

> Regards,

> Doug Allan

> Research Associate,

> Corning Incorporated

> (Opinions are my own, not necessarily those of Corning Incorporated.)

>

>

Carroll, Diane (Long Island)

From: Marc Brodsky [brodsky@aip.org]
Sent: Friday, August 24, 2001 11:41 AM
To: Eric.COURTENS@LDV.univ-montp2.fr
Cc: ericc@ares.ldv.univ-montp2.fr; jaarmstrong@mediaone.net
Subject: Re:

Eric,
Thanks for your inquiry.
There are good policy and legal reasons to respect an employee's privacy. This makes it difficult for an employer to make a public comment on a termination and is a major reason that AIP has not issued a public statement on the termination that you question.

The ex-employee has raised arguments like those in the circulating letter before the National Labor Relations Board. His petitions to the NLRB have been repeatedly and finally denied at every level.

In the letter, a big deal is made of the fact that AIP did not try to deny him unemployment benefits. That's what the State of Maryland ruling means. AIP did not think it appropriate to try to deny him such benefits.

The basic fact is that he violated our trust and wrote his book on what he self-described as stolen time. He never told AIP about such activity. I took him at his word that it was stolen time. Even if, as he claimed after the fact, there was an element of jest in it, such an inflammatory comment is neither good for the morale of other hard working editors nor for the tradition of truth and accuracy from Physics Today editors. Virtually all other editors at Physics Today have steadily have increased their productivity in recent years while the ex-employee resisted such initiatives saying, inter alia, there were not enough hours in the day for him to do so. I now know why. Such behavior is not what Physics Today needs in an editor and that is why he was terminated. He was not fired for what was expressed in the book other than the opening lines of the introduction which had the claim about "stone time." In fact, I never read the rest of the book before the termination.

Eventually AIP may be forced to issue a public statement. Meanwhile, I hope you find the above remarks responsive.

Thanks for your interest,
Marc

>>> Eric COURTENS <Eric.COURTENS@LDV.univ-montp2.fr> 08/24/01 11:18AM

>>> >>>

Hi Marc,

it as been a long time since we last met.

This short note because I read about the Jeff Schmidt story through an e-mail I received today. I do not know him and I have no way to judge his merits nor those of Physics Today. I just want to say it is bad for the image, very bad in fact.

Physics should not be like that.

Something went wrong along the line.

Of course we did not have as IBMers in the RD (at least in ZH but probably also in YKT) much practice with Unions ... I can tell you I get a good serving here!

Anyway, it would be good that you find a way to settle this to the satisfaction of all.

Good luck with it.

All the best, Eric

PS. I am copying John because I also like him to know my feelings.

Prof. Eric Courtens

Laboratoire des Verres Tel. +33 - 4 - 67 14 38 68

Universite Montpellier II, CC 069 Fax. +33 - 4 - 67 14 34 98

F-34095 Montpellier Cedex 5, France eric.courtens@LDV.univ-montp2.fr

Carroll, Diane (Long Island)

From: Marc Brodsky [brodsky@aip.org]
Sent: Friday, August 24, 2001 11:52 AM
To: rchatham@dynatec.com
Subject: Re: Disturbing email

Dear Dr. Chatam,

Thanks for responding with an open mind. My response follows.

There are good policy and legal reasons to respect an employee's privacy. This makes it difficult for an employer to make a public comment on a termination and is a major reason that AIP has not issued a public statement on the termination that you question.

The ex-employee has raised arguments like those in the circulating letter before the National Labor Relations Board. His petitions to the NLRB have been repeatedly and finally denied at every level.

In the letter, a big deal is made of the fact that AIP did not try to deny him unemployment benefits. That's what the State of Maryland ruling means. AIP did not think it appropriate to try to deny him such benefits.

The basic fact is that he violated our trust and wrote his book on what he self-described as stolen time. He never told AIP about such activity. I took him at his word that it was stolen time. Even if, as he claimed after the fact, there was an element of jest in it, such an inflammatory comment is neither good for the morale of other hard working editors nor for the tradition of truth and accuracy from Physics Today editors. Virtually all other editors at Physics Today have steadily have increased their productivity in recent years while the ex-employee resisted such initiatives saying, inter alia, there were not enough hours in the day for him to do so. I now know why. Such behavior is not what Physics Today needs in an editor and that is why he was terminated. He was not fired for what was expressed in the book other than the opening lines of the introduction which had the claim about "stone time." In fact, I never read the rest of the book before the termination.

Eventually AIP may be forced to issue a public statement. Meanwhile, I hope you find the above remarks responsive.

Thanks for your interest,
Marc Brodsky

>>> Ralph Chatham <rchatham@dynatec.com> 08/24/01 11:40AM >>>
Sir,

I have just received a disturbing communication about the firing of Dr. Schmidt. Not knowing how much to believe from that side, I would like to know about Physics Today's view of the issue before I protest or concur.

Dr. Ralph E. Chatham
member AIP

Carroll, Diane (Long Island)

From: Marc Brodsky [brodsky@aip.org]
Sent: Friday, August 24, 2001 11:54 AM
To: bahar@neurodyn.umsl.edu
Subject: Re: workplace rights

Dear Dr. Barar,

There are good policy and legal reasons to respect an employee's privacy. This makes it difficult for an employer to make a public comment on a termination and is a major reason that AIP has not issued a public statement on the termination that you question.

The ex-employee has raised arguments like those in the circulating letter before the National Labor Relations Board. His petitions to the NLRB have been repeatedly and finally denied at every level.

In the letter, a big deal is made of the fact that AIP did not try to deny him unemployment benefits. That's what the State of Maryland ruling means. AIP did not think it appropriate to try to deny him such benefits.

The basic fact is that he violated our trust and wrote his book on what he self-described as stolen time. He never told AIP about such activity. I took him at his word that it was stolen time. Even if, as he claimed after the fact, there was an element of jest in it, such an inflammatory comment is neither good for the morale of other hard working editors nor for the tradition of truth and accuracy from Physics Today editors. Virtually all other editors at Physics Today have steadily have increased their productivity in recent years while the ex-employee resisted such initiatives saying, inter alia, there were not enough hours in the day for him to do so. I now know why. Such behavior is not what Physics Today needs in an editor and that is why he was terminated. He was not fired for what was expressed in the book other than the opening lines of the introduction which had the claim about "stone time." In fact, I never read the rest of the book before the termination.

Eventually AIP may be forced to issue a public statement. Meanwhile, I hope you find the above remarks responsive.

Thanks for your interest,
Marc Brodsky

>>> Sonya Bahar <bahar@neurodyn.umsl.edu> 08/24/01 11:37AM >>>
Dear Dr. Brodsky,

I am extremely concerned by what I have heard about Physics Today's treatment of its staff in general as well as in the particular case of Dr. Jeff Schmidt. I am considering dropping my subscription to your journal, since I do not wish in any way to financially support the policies which have apparently been instituted in the Physics Today office.

I would appreciate an explanation of the situation. In particular, is it correct that your office has forbidden private conversations among employees? If this is correct, have you been contacted by the ACLU? Are you aware of the gigantic damage such a policy might do to the public image of Physics Today? I can assure you, speaking from within the community of scientists, that there will be very little support for such reactionary policies among Physics Today subscribers, from graduate students to named chair faculty.

I strongly urge you to revise such policies, if they do indeed exist, and to promote an atmosphere in the Physics Today offices that can be admired and respected throughout the scientific community.

I look forward to your reply.

Sincerely,

Dr. Sonya Bahar
Center for Neurodynamics
University of Missouri at St Louis
St Louis MO 63121

Tel (314) 516-6150
Fax (314) 516-6152

bahar@neurodyn.umsl.edu
<http://neurodyn.umsl.edu/~bahar>

Carroll, Diane (Long Island)

From: Marc Brodsky [brodsky@aip.org]
Sent: Friday, August 24, 2001 12:01 PM
To: ljl@lucent.com
Cc: jaarmstrong@mediaone.net
Subject: Re: My response to Jeff Schmidt Letter

Lou,
Yes, I had an AIP lawyer look at it and we disagree on one point which I kept.
I spell checked the letter several times and still cannot find any errors.
Marc

>>> "Louis J. Lanzerotti" <ljl@lucent.com> 08/24/01 11:53AM >>>
Marc:

I have, of course, received some of the email related to this matter.
I have chosen not to respond. At least to this point.

However, I have a question and comment for you related to your response
that you attached to your message:

1. Did you have an AIP lawyer read over and approve your message?
2. There are several annoying misspellings in your response that hopefully
are not there when you respond to those who write to you.

Lou

Marc Brodsky wrote:

- > To: AIP GB and Society CEO's:
 - >
 - > Many of you have been receiving copies of a circulating letter about AIP's termination of Jeff Schmidt. Some of
the writers jump to a conclusion about free speech, many others ask for our side of the story. The issue is not one
of free speech. It is one of full time job performance.
 - >
 - > To remind you of the issues and to help you respond, here is a copy of the response I have been sending to the e-
mails I have received. For legal reasons, I please make your responses personal and not an official position of AIP.
As a courtesy to those asking questions, you make quote me to an individual but not to a Listserv or posting.
 - >
 - > Marc
 - >
 - > There are good policy and legal reasons to respect an employee's privacy. This makes it difficult for an employer
to make a public comment on a termination and is a major reason that AIP has not issued a public statement on the
termination that you question.
 - >
 - > The ex-employee has raised arguments like those in the circulating letter before the National Labor Relations
Board. His petitions to the NLRB have been repeatedly and finally denied at every level.

>

> In the letter, a big deal is made of the fact that AIP did not try to deny him unemployment benefits. That's what the State of Maryland ruling means. AIP did not think it appropriate to try to deny him such benefits.

>

> The basic fact is that he violated our trust and wrote his book on what he self-described as stolen time. He never told AIP about such activity. I took him at his word that it was stolen time. Even if, as he claimed after the fact, there was an element of jest in it, such an inflammatory comment is neither good for the morale of other hard working editors nor for the tradition of truth and accuracy from Physics Today editors. Virtually all other editors at Physics Today have steadily have increased their productivity in recent years while the ex-employee resisted such initiatives saying, inter alia, there were not enough hours in the day for him to do so. I now know why. Such behavior is not what Physics Today needs in an editor and that is why he was terminated. He was not fired for what was expressed in the book other than the opening lines of the introduction which had the claim about "stone time." In fact, I never read the rest of the book before the termination.

>

> Eventually AIP may be forced to issue a public statement. Meanwhile, I hope you find the above remarks responsive.

>

> Thanks for your interest,

> Marc Brodsky

--

Louis J. Lanzerotti ljl@physics.bell-labs.com
Rm. 1E-439 908-582-2279
Bell Laboratories 908-582-3972 (fax)
Lucent Technologies
700 Mountain Avenue
Murray Hill, NJ 07974 USA

Carroll, Diane (Long Island)

From: Marc Brodsky [brodsky@aip.org]
Sent: Friday, August 24, 2001 10:49 PM
To: ljl@lucent.com
Cc: jaarmstrong@mediaone.net
Subject: Re: My response to Jeff Schmidt Letter

Lou, Thanks, I made the changes.

Marc

>>> "Louis J. Lanzerotti" <ljl@lucent.com> 08/24/01 12:17PM >>>

Marc:

See my marked text as attached. Hope you can open this.

Lou

Louis J. Lanzerotti ljl@physics.bell-labs.com
Rm. 1E-439 908-582-2279
Bell Laboratories 908-582-3972 (fax)
Lucent Technologies
700 Mountain Avenue
Murray Hill, NJ 07974 USA

D00828

Carroll, Diane (Long Island)

From: Marc Brodsky [brodsky@aip.org]
Sent: Friday, August 24, 2001 10:49 PM
To: cm36@nyu.edu
Subject: Re: My response to Jeff Schmidt Letter

Chris,
Thanks,
I corrected it for future mailings.
Marc

>>> Chris Marshall <cm36@nyu.edu> 08/24/01 12:45PM >>>

Marc - a minor comment - "stone time." (penultimate paragraph) is presumably a typo for stolen time, but since this is a quote it might be worth correcting it.

> To: AIP GB and Society CEO's:

>

> Many of you have been receiving copies of a circulating letter about
> AIP's termination of Jeff Schmidt. Some of the writers jump to a
> conclusion about free speech, many others ask for our side of the
> story. The issue is not one of free speech. It is one of full time job performance.

>

> To remind you of the issues and to help you respond, here is a copy of
> the response I have been sending to the e-mails I have received. For
> legal reasons, I please make your responses personal and not an
> official position of AIP. As a courtesy to those asking questions, you
> make quote me to an individual but not to a Listserv or posting.

>

> Marc

>

> There are good policy and legal reasons to respect an employee's
> privacy. This makes it difficult for an employer to make a public
> comment on a termination and is a major reason that AIP has not issued
> a public statement on the termination that you question.

>

> The ex-employee has raised arguments like those in the circulating
> letter before > the National Labor Relations Board. His petitions to the NLRB have been repeatedly and finally
denied at every level.

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> In the letter, a big deal is made of the fact that AIP did not try to
> deny him unemployment benefits. That's what the State of Maryland
> ruling means. AIP did not think it appropriate to try to deny him such benefits.

>

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> what he self-described as stolen time. He never told AIP about such
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> as he claimed after the fact, there was an element of jest in it, such
> an inflammatory comment is neither good for the morale of other hard
> working editors nor for the tradition of truth and accuracy from
> Physics Today editors. Virtually all other editors at Physics Today have steadily have increased their productivity

in recent years while the

> ex-employee resisted such initiatives saying, inter alia, there were not enough > hours in the day for him to do so.

I now know why. Such behavior is not what

> Physics Today needs in an editor and that is why he was terminated.

> He was not fired for what was expressed in the book other than the

> opening lines of the introduction which had the claim about "stone

> time." In fact, I never read the rest of the book before the termination.

>

> Eventually AIP may be forced to issue a public statement. Meanwhile,

> I hope you find the above remarks responsive.

>

> Thanks for your interest,

> Marc Brodsky

>

D00830

Carroll, Diane (Long Island)

From: Marc Brodsky [brodsky@aip.org]
Sent: Sunday, August 26, 2001 2:54 PM
To: bahar@neurodyn.umsl.edu
Subject: Re: workplace rights

It was a typo and should have read "stolen time."

>>> Sonya Bahar <bahar@neurodyn.umsl.edu> 08/24/01 12:19PM >>>

On rereading your letter, I have one more question. What exactly is meant by the "stone time" you refer to? Is this different from "stolen time" in a technical sense?

Thanks again,

Sonya Bahar (not Barar)

Sonya Bahar wrote:

> Thank you for your reply.

>

> Sonya Bahar (not Barar)

>

> Marc Brodsky wrote:

>

>> Dear Dr. Barar,

>> There are good policy and legal reasons to respect an employee's privacy. This makes it difficult for an employer to make a public comment on a termination and is a major reason that AIP has not issued a public statement on the termination that you question.

>>

>> The ex-employee has raised arguments like those in the circulating letter before the National Labor Relations Board. His petitions to the NLRB have been repeatedly and finally denied at every level.

>>

>> In the letter, a big deal is made of the fact that AIP did not try to deny him unemployment benefits. That's what the State of Maryland ruling means. AIP did not think it appropriate to try to deny him such benefits.

>>

>> The basic fact is that he violated our trust and wrote his book on what he self-described as stolen time. He never told AIP about such activity. I took him at his word that it was stolen time. Even if, as he claimed after the fact, there was an element of jest in it, such an inflammatory comment is neither good for the morale of other hard working editors nor for the tradition of truth and accuracy from Physics Today editors. Virtually all other editors at Physics Today have steadily have increased their productivity in recent years while the ex-employee resisted such initiatives saying, inter alia, there were not enough hours in the day for him to do so. I now know why. Such behavior is not what Physics Today needs in an editor and that is why he was terminated. He was not fired for what was expressed in the book other than the opening lines of the introduction which had the claim about "stone time." In fact, I never read the rest of the book before the termination.

>>

>> Eventually AIP may be forced to issue a public statement. Meanwhile, I hope you find the above remarks responsive.

>>

>> Thanks for your interest,

> > Marc Brodsky
> >
> > > Sonya Bahar <bahar@neurodyn.umsl.edu> 08/24/01 11:37AM >>>
> > Dear Dr. Brodsky,
> >
> > I am extremely concerned by what I have heard about Physics Today's
> > treatment of its staff in general as well as in the particular case
> > of Dr. Jeff Schmidt. I am considering dropping my subscription to
> > your journal, since I do not wish in any way to financially support
> > the policies which have apparently been instituted in the Physics
> > Today office.
> >
> > I would appreciate an explanation of the situation. In particular,
> > is it correct that your office has forbidden private conversations
> > among employees? If this is correct, have you been contacted by the
> > ACLU? Are you aware of the gigantic damage such a policy might do to
> > the public image of Physics Today? I can assure you, speaking from
> > within the community of scientists, that there will be very little
> > support for such reactionary policies among Physics Today
> > subscribers, from graduate students to named chair faculty.
> >
> > I strongly urge you to revise such policies, if they do indeed
> > exist, and to promote an atmosphere in the Physics Today offices
> > that can be admired and respected throughout the scientific community.
> >
> > I look forward to your reply.
> >
> > Sincerely,
> >
> > Dr. Sonya Bahar
> > Center for Neurodynamics
> > University of Missouri at St Louis
> > St Louis MO 63121
> >
> > Tel (314) 516-6150
> > Fax (314) 516-6152
> >
> > bahar@neurodyn.umsl.edu
> > <http://neurodyn.umsl.edu/~bahar>

Carroll, Diane (Long Island)

From: Marc Brodsky [brodsky@aip.org]
Sent: Sunday, August 26, 2001 3:07 PM
To: pereira@speakeasy.net
Subject: Re: Fw: Fwd: Physicist fired for writing book

I have sent similar letters to several people, but I have tried to respond to the points raised.

Unfortunately what I have been mostly receiving is a form letter, repeated many times.

I know that folks tend to be skeptical of establishment actions and responses, but then again it is not easy to always ascertain the facts from a distance.

That is why in employee matters we have courts and agencies that employees can turn to take their cases if the agencies think there is anything like a prima facie case. The NLRB has decided that this employee, based on the facts that he presented, does not have a case worth pursuing.

I do not see why there is all this fuss about an employer not wanting an employee who boasts that he is stealing from the employer. It's that simple. There is no free speech issue.

Sincerely,

Marc Brodsky

>>> Nino Pereira <pereira@speakeasy.net> 08/24/01 05:38PM >>>

Dear Dr. Brodsky,

Thank you for your reasoned reply. I must admit that I neither read the book in question nor know anything about the situation from the inside. On the assumption that your answer is not a form letter (an assumption that you can refute by a personal answer to the present reply), let me make a few more remarks.

1: I apologize for various spelling mistakes left in my letter:

I fired it off sitting at an unfamiliar terminal.

2: My negative reaction to your action was based on the opinion of people I trust, not on first-hand knowledge.

3: Just like Congressman Condit and President Clinton suffer or have suffered from lack of openness more than from what they did or might have done, you suffer from a lack of openness and therefore a lack of credibility. Somehow, what you say sounds a little too slick and lawyerly to me to be true. There is nothing wrong with discussing problems in the open with the community that pays for the AIP and PHysics TOday, the collective of physicists, provided that all persons that are directly involved agree to wash their dirty laundry in public. It seems that your ex-employee does not mind doing that, but that you do. Therefore, he is much less suspect than you are.

This does not prove anything one way or the other, of course, but still, unless you can verify that there is no fire, it is reasonable to think that smoke might well come from a fire.

Only an opening of the matter will convince people that there is only smoke, no no fire.

Sincerely

Nino R. Pereira

Ecopulse

> ----- Original Message -----

> From: Marc Brodsky <brodsky@aip.org>

> Date: Fri, 24 Aug 2001 10:45:31 -0400

>

> Dear Mr. Pereira,

> There are good policy and legal reasons to respect an employee's privacy.

> This makes it difficult for an employer to make a public comment on a

> termination and is a major reason that AIP has not issued a public

> statement on the termination that you question.

>

> The ex-employee has raised arguments like those in the circulating

> letter before the National Labor Relations Board. His petitions to

> the NLRB have been repeatedly and finally denied at every level.

>

> In the letter, a big deal is made of the fact that AIP did not try to

> deny him unemployment benefits. That's what the State of Maryland ruling means.

> AIP did not think it appropriate to try to deny him such benefits.

>

> The basic fact is that he violated our trust and wrote his book on

> what he self-described as stolen time. He never told AIP about such

> activity. I took him at his word that it was stolen time. Even if,

> as he claimed after the fact, there was an element of jest in it, such

> an inflammatory comment is neither good for the morale of other hard

> working editors nor for the tradition of truth and accuracy from

> Physics Today editors. Virtually all other editors at Physics Today

> have steadily have increased their productivity in recent years while

> the ex-employee resisted such initiatives saying, inter alia, there were not enough hours in the day for him to do

> so. I now

> know why. Such behavior is not what Physics Today needs in an editor and

> that is why he was terminated. He was not fired for what was

> expressed in the book other than the opening lines of the introduction

> which had the claim about "stone time." In fact, I never read the

> rest of the book before the termination.

>

> Eventually AIP may be forced to issue a public statement. Meanwhile,

> I hope you find the above remarks responsive.

>

> Thanks for your interest,

> Marc Brodsky

>

> >>> Nino Pereira <pereira@speakeasy.net> 08/23/01 08:30PM >>>

> I very much dislike people being disciplend for reasons that have

> nothing to do with the behavior they are disliked for. If someone is

> to be fired for insubordination, let it be so, but please, be honest.

>

> Nino R. Pereira

> Ecopulse

>

>

>

> ----- Original Message -----

> From: J. Davis <davisj@ppdmail.nrl.navy.mil>

> Date: Thu, 23 Aug 2001 13:20:49 -0400

>

>
>>From: Speech Rights <SpeechRights@aol.com>
>>To: <davisj@ppdmail.nrl.navy.mil>
>>X-Mailer: NetMailer v1.00 (<http://www.alphasoftware.com/netmailer>)
>>[C.R-DD94B150770C9B2AEB1]
>>Subject: Physicist fired for writing book
>>Date: Thu, 23 Aug 2001 10:06:53 -0700
>>
>>Dear fellow scientist,
>>
>>As you may have heard, Physics Today magazine recently gave a very
>>punishing review to a book written by physicist Jeff Schmidt: The
>>magazine fired him.
>>
>>Jeff was a staff editor at Physics Today for 19 years -- until his
>>supervisors saw Disciplined Minds (Rowman & Littlefield, 2000), a
>>thought-provoking critique of workplace hierarchy and the politically
>>subordinate role of salaried professionals. The book uses physicists
>>and
>
>>physics graduate school to help illustrate points about professionals
>>and
>
>>professional training in general.
>>
>>Within days of learning about his irreverent book, the higher-ups at
>>Physics Today dismissed Jeff summarily, apparently using the book as
>>an opportunity to retaliate against him for his workplace activism
>>and to ignore his widely praised work for the magazine. Details of
>>Jeff's
>>firing
>
>>are given in the statement below, and can also be found on the Web at
>><http://disciplined-minds.com>
>>
>>Please join us in protesting Jeff's dismissal, by adding your name to
>>the
>
>>letter below. We will send the letter to Marc H. Brodsky, Executive
>>Director and CEO of the American Institute of Physics, which
>>publishes Physics Today, and we will also post it on the Web.
>>
>>To add your name to the letter, please send an e-mail message to
>>SpeechRights@aol.com. Include your name and an affiliation, such as
>>your
>
>>department and institution. Please ask others to add their names, too.
>>
>>You can also write directly to Marc Brodsky, at brodsky@aip.org. If
>>you do, please send a copy of your letter to SpeechRights@aol.com so

D00835

>>that it can be posted on the Web. We may send you updates on this
>>issue (if you prefer not to receive them, just let us know).
>>
>>Your support will make a big difference.
>>
>>Sincerely,
>>
>>Talat Rahman
>>Fellow of the American Physical Society University Distinguished
>>Professor Department of Physics Kansas State University
>>
>>George F. Reiter
>>Professor of Physics
>>University of Houston
>>
>>Michael A. Lee
>>Professor of Physics
>>Kent State University
>>
>>-----
>>
>>Background info about Jeff Schmidt and Disciplined Minds
>>
>>By Chris Mohr and Jean Kumagai
>>Former Physics Today staff members
>>
>>In Disciplined Minds, Jeff Schmidt challenges professionals to view
>>their
>
>>role in society in a new and unsettling way. He argues that
>>professional
>
>>work has both technical and political components, and that salaried
>>professionals are expected to be technically creative but politically
>>subordinate. In particular, they are expected to work creatively to
>>further their employers' world view rather than their own. Such
>>subordination does not occur without a fight, the book maintains, and
>>so the workplace becomes a battleground for the very identity of the
>>individual, as does graduate school, where professionals are trained.
>>
>>Jeff has a PhD in physics from the University of California, Irvine,
>>and he draws many of his examples from the predicament of employed
>>physicists
>
>>and physics graduate students. (In one chapter, he examines the
>>physics PhD qualifying examination and shows how the seemingly
>>value-neutral test
>
>>identifies candidates who have the "right attitude" about their
>>work.) His book details the battle one must fight to be an

> >independent thinker and to advance one's own social vision in today's
 > >corporate society. It offers advice on how to make employment more
 > >than an
 > exercise
 >
 > >in knowing your place, and how to make graduate school more than an
 > >abusive "intellectual bootcamp" that breaks the individual in to
 > >playing
 > a
 >
 > >conventional role. You can avoid the cynicism and intellectual
 > >timidity that afflicts so many professional employees, he says, but
 > >doing so is
 > not
 >
 > >easy, and he discusses how it can be done.
 > >
 > >While at Physics Today, Jeff played the most prominent role in staff
 > >efforts to improve working conditions, increase staff participation
 > >in decision-making, and broaden the range of viewpoints allowed in
 > >the magazine. He also led an effort to force Physics Today to live
 > >up to its
 >
 > >advertised claim of being an affirmative-action employer, noting that
 > >the
 >
 > >magazine was hiring and training only whites as editors, a pattern
 > >that eventually left the magazine with an all-white staff of 16
 > >professionals and a non-white secretarial staff of 3.
 > >
 > >In firing Jeff, the managers at Physics Today cited a statement, at
 > >the beginning of Disciplined Minds, that he had done some work on the
 > >book in
 >
 > >his office. Such use of time constitutes "misconduct," they said.
 > >But
 > to
 >
 > >those familiar with the Physics Today workplace, this charge looks
 > >more like a pretext to get rid of someone who was persistently
 > >pressing for changes in workplace policies. Indeed, the fact that
 > >the magazine's managers dismissed Jeff after so many years of service
 > >not only without a
 >
 > >hearing, but also without asking him a single question about his work
 > >on the book, suggests that they were looking for an opportunity to
 > >remove
 > him.
 > >
 > >By the time Disciplined Minds was published, Physics Today's managers

> >had
 >
 > >already tried unsuccessfully to silence Jeff with repressive measures
 > just
 >
 > >short of dismissal. At one point, for example, they put gag orders
 > >on Jeff and another outspoken staff editor, warning that they would
 > >be fired
 >
 > >if they said anything "counterproductive." These orders were
 > >eventually lifted due to pressure from coworkers. Perhaps even more
 > >incredibly, Physics Today also banned private conversations in the
 > >workplace, announcing that all conversations between staff members
 > >must be open to monitoring by managers. In light of this history,
 > >Physics Today's response to Disciplined Minds is less surprising.
 > >
 > >The managers at Physics Today apparently thought the book would look
 > >so provocative to others that no one would object if they fired Jeff.
 > >They were wrong. To date, there have been many protests: by sixteen
 > >former Physics Today staff members (including us), by the National
 > >Writers
 > Union,
 >
 > >and by 160 scholars, writers and educators in a wide range of fields.
 > >Even the State of Maryland, after an unemployment benefits hearing,
 > >rejected AIP's charge that Jeff's work on the book at the office
 >
 > >constituted misconduct, finding that Physics Today fired Jeff without
 > >evidence that his spare-time writing interfered with his work for the
 > >magazine. (During the years that Jeff was writing Disciplined Minds,
 > >Physics Today gave him two promotions and 19 salary increases based
 > >explicitly on the quantity and quality of his work for the
 > >magazine.) Details of the state investigation are posted on the Web
 > >at <http://disciplined-minds.com>, along with the protest letters,
 > >reports in the press and reviews of the book.
 > >
 > >Jeff recently took his case to one of the ten largest law firms in
 > >Washington, D.C. Lawyers at Dickstein Shapiro Morin & Oshinsky felt
 > >that
 >
 > >Physics Today's actions, if left unchallenged, would set a bad
 > >precedent for employees everywhere. They waived their fees and will
 > >do what they can to bring legal challenges against Physics Today's
 > >repressive
 > behavior,
 >
 > >simply for the public good. Physics Today has hired what union
 > >activists
 >
 > >and labor lawyers call the most notorious union-busting law firm in

>>the country (Jackson, Lewis, Schnitzler & Krupman) to deal with any
>>legal challenges in this case. That's revealing, but it doesn't mean
>>that the law is a likely source of justice for Jeff. The law
>>generally favors employers, and so Jeff's best chance for justice is
>>support from the physics community.

>>

>>Please consider adding your name to the letter below or writing your
>>own letter. You can also spread the word by telling your friends and
>>colleagues about Jeff's case, by linking your Web site to
>><http://disciplined-minds.com> and, if you are an instructor, by
>>informing your students about Jeff's situation.

>>

>>You can contact Jeff at...

>>

>>Jeff Schmidt
>>3003 Van Ness Street NW #W406
>>Washington, DC 20008
>>jeffschmidt@alumni.uci.edu
>>202-537-3645

>>

>>(The above is based on information from Jeff and other former Physics
>>Today employees, and on relevant documents. You can contact us at
>>christophermohr@hotmail.com and jean_kumagai@hotmail.com)

>>

>>-----

>>

>>The letter...

>>

>>To: Marc H. Brodsky
>>Executive Director and CEO
>>American Institute of Physics
>>One Physics Ellipse
>>College Park, Maryland 20740

>>

>>Dear Dr. Brodsky:

>>

>>As physicists and other scientists concerned about freedom of
>>expression in the science community, we were troubled to learn of
>>your dismissal of Jeff Schmidt, who had been an articles editor at
>>Physics Today magazine for over 19 years.

>>

>>As we understand it, you fired Jeff after you saw his book,
>>Disciplined Minds, and in particular after you learned that Jeff had
>>used some of his
>>
>>spare time at the office for critical writing about education and
>>employment in physics and other fields.

>>

>>While we do not necessarily agree with Jeff's views about the
>>situation

> of
>
> >physicists and other salaried professionals, and do not expect you
> >to, we
>
> >believe that free debate within the physics community is healthy. We
> >expect you to encourage it, not stifle it, especially because
> >physicists are known for speaking out when physicists internationally
> >are punished for expressing their views. Your actions as head of the
> >American Institute of Physics help to shape society's view of the
> >physics community. We urge you to reconsider your decision, and
> >offer to reinstate Jeff as an editor at Physics Today.
> >
> >We ask that you publish this letter in Physics Today, to bring our
> >concerns to the attention of the wider physics community.
> >
> >Sincerely,
> >
> >(This letter expresses the views of the undersigned; affiliations are
> >listed for identification only. Those of us whose names are marked
> >with asterisks worked with Jeff directly, as he edited our articles
> >for publication in Physics Today, and can attest that he does
> >excellent, conscientious work.)
>

Carroll, Diane (Long Island)

From: Bernard Gilroy ["bgilroy@acpgate.acp.org"]
Sent: Monday, August 27, 2001 11:43 AM
To: brodsky@aip.org
Subject: RE: The Jeff Schmidt Situation

Attachments: Header



Header (956 B)

Dear Mr. Brodsky,

Thanks for the promotion, but I don't have my doctorate. :)

The situation seems to be unfortunate all the way around. I appreciate your taking the time to put forth your view. I don't know where I fall, yet, and I'll be doing my best to reach a balanced understanding.

Thank you again for your time.

With respect,

--Bernard HP Gilroy

-----Original Message-----

From: Marc Brodsky [mailto:brodsky@aip.org]
Sent: Friday, August 24, 2001 10:51 AM
To: bgilroy@hun.k12.nj.us
Subject: Re: The Jeff Schmidt Situation

Dear Dr. Gilroy,

Thank you for your open-minded inquiry.
my response is below.

There are good policy and legal reasons to respect an employee's privacy.

This makes it difficult for an employer to make a public comment on a termination and is a major reason that AIP has not issued a public statement on the termination that you question.

The ex-employee has raised arguments like those in the circulating letter before the National Labor Relations Board. His petitions to the NLRB have been repeatedly and finally denied at every level.

In the letter, a big deal is made of the fact that AIP did not try to deny him unemployment benefits. That's what the State of Maryland ruling means.

AIP did not think it appropriate to try to deny him such benefits.

The basic fact is that he violated our trust and wrote his book on what he self-described as stolen time. He never told AIP about such activity. I took him at his word that it was stolen time. Even if, as he claimed after the fact, there was an element of jest in it, such an inflammatory comment is neither good for the morale of other hard working editors nor for the tradition of truth and accuracy from Physics Today editors. Virtually all other editors at Physics Today have steadily have increased their productivity in recent years while the ex-employee resisted such initiatives saying, inter alia, there were not enough hours in the day for him to do so.

I now know why. Such behavior is not what Physics Today needs in an editor and that is why he was terminated. He was not fired for what was expressed in the book other than the opening lines of the introduction which had the claim about "stone time." In fact, I never read the rest of the book before the termination.

Eventually AIP may be forced to issue a public statement. Meanwhile, I hope you find the above remarks responsive.

Thanks for your interest,

Marc Brodsky

>>> Bernard Gilroy <bgilroy@hun.k12.nj.us> 08/23/01 04:20PM >>>

Dear Mr. Brodsky:

I have just learned of what seems to be a very disturbing action on the part of _Physics Today_ regarding writer Jeff Schmidt. Mr. Schmidt's summary dismissal, following the publication of his book _Disciplined Minds_, by all accounts was arbitrary, unjustified, and retaliatory. The action was hardly in keeping with the atmosphere of open debate and intellectual freedom that has so nurtured the growth and depth of the discipline of Physics. I will admit to being shocked that a prestigious and vocal publication like _Physics Today_ would take such a step.

I feel it needful that you be given a chance to tell your side of the story before leaping to any conclusions. I would appreciate it, then, if you could send me either an official explanation or a reference to the same on the Web, so that I could evaluate the situation fairly. I have long felt that _Physics Today_ is a preeminent and respectable journal and a vital organ through which different branches of Physics could remain in touch. As a high school Physics teacher I have found it invaluable for keeping myself abreast of the field and for engaging my most advanced students. However, the charges that have been levelled against the magazine, if true, would alter my perception drastically. I am not certain I could continue to read, or to recommend, the journal. Indeed, it would cast doubts on the entire AIP.

I look forward to your response and thank you for your time.

With respect,

--Bernard HP Gilroy

D00842

Carroll, Diane (Long Island)

From: Marc Brodsky [brodsky@aip.org]
Sent: Saturday, September 01, 2001 11:30 AM
To: dlbook@nps.navy.mil
Subject: Re: RE: Jeff Schmidt

No,
I put welfare of the magazine and its other employees ahead of those who might choose not contribute his or her fair share. remember this is a work issue not a free speech issue.
Marc

>>> "David L. Book" <dlbook@nps.navy.mil> 08/31/01 07:25PM >>>
Marc . . .

It looks as though you *do* "put company policy and corporate welfare ahead of human concerns," after all.

I'm sorry.

Prof. David L. Book, Code Ph/Bd
Physics Dept., 128 Spanagel Hall
Naval Postgraduate School
Monterey, CA 93943
Tel/Fax (831) 656-2848/656-2834

-----Original Message-----

From: Marc Brodsky [mailto:brodsky@aip.org]
Sent: Friday, August 31, 2001 3:19 PM
To: dlbook@nps.navy.mil
Subject: Re: Jeff Schmidt

I am writing in response to your recent inquiry regarding the circumstances surrounding Jeff Schmidt's termination. Since legal proceedings are pending in response to Mr. Schmidt's claims, I am providing only a brief statement of AIP's position. At the outset, please note that there has been no finding that the discharge of Mr. Schmidt violated any federally protected right. AIP is not involved in similar legal proceedings with any other incumbent or former employee. Also, I personally assure you that Mr. Schmidt's termination had nothing to do with the subject matter of his book.

Some who have written to me, made reference to APS. APS was not Mr. Schmidt's employer. AIP was.

Mr. Schmidt was discharged by AIP after he stated, in the introduction to his book, that it was written on "stolen time". To me, the reference to writing it on "stolen time" either meant or implied that he wrote the book on paid work time, when, in my opinion, he should have been devoting his energies to AIP. In brief, while being paid by AIP, Mr. Schmidt's comment communicates, in our view, that he was pursuing activities beyond what he was supposed to be doing on work time.

AIP supports the right of all employees to seek guidance from the U. S. Equal Employment Opportunity Commission, the National Labor Relations Board or any other government agency to present questions regarding their employment or the termination thereof. AIP firmly believes that it has not engaged in any improper behavior. To date, no agency has found that AIP violated any law. In fact, below I quote from the findings of the NLRB, which dismissed Mr. Schmidt's unfair labor practice charge.

"The evidence in this regard indicates that Mr. Schmidt had a non-work related book published which contained an introduction with the following words: 'This book is stolen. Written in part on stolen time, that is. I felt that I had no choice but to do it that way....' "

The NLRB also rejected Mr. Schmidt's contention that he did not actually "steal" company time, but "merely engaged in literary hyperbole in his book introduction." The NLRB found that:

"given the nature of the work involved in this matter, it was concluded that the Employer has some justification for taking Mr. Schmidt at his word rather than treating this as a mere literary device to catch the interest of a reader. Moreover, and most significantly, even if Mr. Schmidt did not actually work on his book project on company time, by asserting that he did, he served to undercut Employer's efforts at enhancing employee productivity."

I hope that you find these brief remarks to be responsive to your questions and concerns. I hope you can appreciate our position. AIP is committed to the physics community and to its members. As an employer, we try to act appropriately. We are proud of our work atmosphere and the high morale of our employees. Thank you for your interest.

Marc Brodsky
August 31, 2001

>>> "David L. Book" <dlbook@nps.navy.mil> 8/29/01 4:53:12 PM >>>
Marc . . .

I don't know how I failed to become aware of the matter previously, but I recently received an e-mail describing the events surrounding Jeff Schmidt's firing. It of course presents only one side of the case, not the whole story and certainly not the way you view it. Still, it paints an ugly picture, one I find hard to square with my experiences at AIP or my acquaintance with you.

I believe you to be a fundamentally decent person with whom I have much in common. I find it hard to picture you in the stereotyped role of a corporate bully, defending an abstract company policy or supporting a subordinate in a mistaken action because of some twisted ethical principle taught only in management training courses. Why is it that organizations, which have no real life and exist only in the abstract, use such vicious tactics when they "feel" themselves threatened? I used to think that the fault lay with the type of personality attracted to positions of power, and that it took a certain gestapo mentality to put company policy and corporate welfare ahead of human concerns, but you don't fit that mold.

I think.

David

D00844

Prof. David L. Book, Code Ph/Bd
Physics Dept., 128 Spanagel Hall
Naval Postgraduate School
Monterey, CA 93943
Tel/Fax (831) 656-2848/656-2834

Carroll, Diane (Long Island)

From: Marc Brodsky [brodsky@aip.org]
Sent: Saturday, September 01, 2001 11:32 AM
To: annem@ssl.berkeley.edu
Subject: Re: RE: Jeff Schmidt fired from AIP

I do not understand your logic.

Why do you think someone should be paid for working and then proclaim he or she is stealing from his or her employer?

M

>>> "Anne Miller-Bagwell" <annem@ssl.berkeley.edu> 08/31/01 08:54PM >>>

Mr. Brodsky,

Your argument sounds like exactly the point Mr. Schmidt is trying to make. I suppose I should thank you for illustrating it so well and promptly--I might never have known about Jeff's book otherwise, and now you've actually helped validate it. I can tell you are proud of having displayed exactly the type of mean-spirited, slave-driving attitude he's trying to bring to the attention of the scientific community and the country.

Yrs, etc.

-----Original Message-----

From: Marc Brodsky [mailto:brodsky@aip.org]
Sent: Friday, August 31, 2001 3:06 PM
To: annem@ssl.berkeley.edu
Subject: Re: Jeff Schmidt fired from AIP

I am writing in response to your recent inquiry regarding the circumstances surrounding Jeff Schmidt's termination. Since legal proceedings are pending in response to Mr. Schmidt's claims, I am providing only a brief statement of AIP's position. At the outset, please note that there has been no finding that the discharge of Mr. Schmidt violated any federally protected right. AIP is not involved in similar legal proceedings with any other incumbent or former employee.

Also, I personally assure you that Mr. Schmidt's termination had nothing to do with the subject matter of his book.

Some who have written to me, made reference to APS. APS was not Mr. Schmidt's employer. AIP was.

Mr. Schmidt was discharged by AIP after he stated, in the introduction to his book, that it was written on "stolen time".

To me, the reference to writing it on "stolen time" either meant or implied that he wrote the book on paid work time, when, in my opinion, he should have been devoting his energies to AIP. In brief, while being paid by AIP, Mr. Schmidt's comment communicates, in our view, that he was pursuing activities beyond what he was supposed to be doing on work time.

AIP supports the right of all employees to seek guidance from the U. S. Equal Employment Opportunity Commission, the National Labor Relations Board or any other government agency to present questions regarding their employment or the termination thereof. AIP firmly believes that it has not engaged in any improper behavior. To date, no agency has found that AIP violated any law. In fact, below I quote from the findings of the NLRB, which dismissed Mr. Schmidt's unfair labor practice charge.

"The evidence in this regard indicates that Mr. Schmidt had a non-work related book published which contained an introduction with the following words: 'This book is stolen. Written in part on stolen time, that is. I felt that I had no choice but to do it that way....' "

The NLRB also rejected Mr. Schmidt's contention that he did not actually "steal" company time, but "merely engaged in literary hyperbole in his book introduction." The NLRB found that:

"given the nature of the work involved in this matter, it was concluded that the Employer has some justification for taking Mr. Schmidt at his word rather than treating this as a mere literary device to catch the interest of a reader.

Moreover, and most significantly, even if Mr. Schmidt did not actually work on his book project on company time, by asserting that he did, he served to undercut Employer's efforts at enhancing employee productivity."

I hope that you find these brief remarks to be responsive to your questions and concerns. I hope you can appreciate our position. AIP is committed to the physics community and to its members. As an employer, we try to act appropriately. We are proud of our work atmosphere and the high morale of our employees. Thank you for your interest.

Marc Brodsky
August 31, 2001

>>> "Anne Miller-Bagwell" <annem@ssl.berkeley.edu> 8/24/01
2:57:28 PM >>>

To: Marc H. Brodsky
> Executive Director and CEO
American Institute of Physics
One Physics Ellipse
College Park, Maryland 20740

Dear Dr. Brodsky:

As physicists and other scientists concerned about freedom of expression in the science community, we were troubled to learn of your dismissal of Jeff Schmidt, who had been an articles editor at Physics Today magazine for over 19 years.

As we understand it, you fired Jeff after you saw his book, *Disciplined Minds*, and in particular after you learned that Jeff had used some of his spare time at the office for critical writing about education and employment in physics and other fields. This point of view is further strengthened by the first hand accounts of draconian measures imposed on the AIP staff, such as gag orders, forbidding non-workplace conversations, and reserving the right to monitor all private conversations, and resistance to compliance with .

While we do not necessarily agree with Jeff's views about the situation of physicists and other salaried professionals, and do not expect you to, we believe that free debate within the physics community is healthy and everyone's right. We expect you to encourage it, not stifle it, especially because physicists are known for speaking out when physicists internationally are punished for expressing their views. Your actions as head of the American Institute of Physics help to shape society's view of the physics community. We urge you to reconsider your decision, and offer to reinstate Jeff as an editor at Physics Today.

We ask that you publish this letter in Physics Today, to bring our concerns to the attention of the wider physics

community.

Sincerely,

Anne Miller-Bagwell, Research Associate
Center for Science Education

Carroll, Diane (Long Island)

From: Marc Brodsky [brodsky@aip.org]
Sent: Saturday, September 01, 2001 11:36 AM
To: Normand.Mousseau@UMontreal.CA
Subject: Re: Physics and the community

I am writing in response to your recent inquiry regarding the circumstances surrounding Jeff Schmidt's termination. Since legal proceedings are pending in response to Mr. Schmidt's claims, I am providing only a brief statement of AIP's position. At the outset, please note that there has been no finding that the discharge of Mr. Schmidt violated any federally protected right. AIP is not involved in similar legal proceedings with any other incumbent or former employee. Also, I personally assure you that Mr. Schmidt's termination had nothing to do with the subject matter of his book.

Some who have written to me, made reference to APS. APS was not Mr. Schmidt's employer. AIP was.

Mr. Schmidt was discharged by AIP after he stated, in the introduction to his book, that it was written on "stolen time". To me, the reference to writing it on "stolen time" either meant or implied that he wrote the book on paid work time, when, in my opinion, he should have been devoting his energies to AIP. In brief, while being paid by AIP, Mr. Schmidt's comment communicates, in our view, that he was pursuing activities beyond what he was supposed to be doing on work time.

AIP supports the right of all employees to seek guidance from the U. S. Equal Employment Opportunity Commission, the National Labor Relations Board or any other government agency to present questions regarding their employment or the termination thereof. AIP firmly believes that it has not engaged in any improper behavior. To date, no agency has found that AIP violated any law. In fact, below I quote from the findings of the NLRB, which dismissed Mr. Schmidt's unfair labor practice charge.

"The evidence in this regard indicates that Mr. Schmidt had a non-work related book published which contained an introduction with the following words: 'This book is stolen. Written in part on stolen time, that is. I felt that I had no choice but to do it that way....' "

The NLRB also rejected Mr. Schmidt's contention that he did not actually "steal" company time, but "merely engaged in literary hyperbole in his book introduction." The NLRB found that:

"given the nature of the work involved in this matter, it was concluded that the Employer has some justification for taking Mr. Schmidt at his word rather than treating this as a mere literary device to catch the interest of a reader. Moreover, and most significantly, even if Mr. Schmidt did not actually work on his book project on company time, by asserting that he did, he served to undercut Employer's efforts at enhancing employee productivity."

I hope that you find these brief remarks to be responsive to your questions and concerns. I hope you can appreciate our position. AIP is committed to the physics community and to its members. As an employer, we try to act appropriately. We are proud of our work atmosphere and the high morale of our employees. Thank you for your interest.

Marc Brodsky
August 31, 2001

>>> Normand Mousseau <Normand.Mousseau@UMontreal.CA> 08/24/01 11:58AM

D00849

Carroll, Diane (Long Island)

From: Marc Brodsky [brodsky@aip.org]
Sent: Saturday, September 01, 2001 11:36 AM
To: klein@physics.utah.edu
Subject: Re: Physicist fired for writing book

I am writing in response to your recent inquiry regarding the circumstances surrounding Jeff Schmidt's termination. Since legal proceedings are pending in response to Mr. Schmidt's claims, I am providing only a brief statement of AIP's position. At the outset, please note that there has been no finding that the discharge of Mr. Schmidt violated any federally protected right. AIP is not involved in similar legal proceedings with any other incumbent or former employee. Also, I personally assure you that Mr. Schmidt's termination had nothing to do with the subject matter of his book.

Some who have written to me, made reference to APS. APS was not Mr. Schmidt's employer. AIP was.

Mr. Schmidt was discharged by AIP after he stated, in the introduction to his book, that it was written on "stolen time". To me, the reference to writing it on "stolen time" either meant or implied that he wrote the book on paid work time, when, in my opinion, he should have been devoting his energies to AIP. In brief, while being paid by AIP, Mr. Schmidt's comment communicates, in our view, that he was pursuing activities beyond what he was supposed to be doing on work time.

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"The evidence in this regard indicates that Mr. Schmidt had a non-work related book published which contained an introduction with the following words: 'This book is stolen. Written in part on stolen time, that is. I felt that I had no choice but to do it that way....' "

The NLRB also rejected Mr. Schmidt's contention that he did not actually "steal" company time, but "merely engaged in literary hyperbole in his book introduction." The NLRB found that:

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Marc Brodsky
August 31, 2001

>>> Levente Klein <klein@physics.utah.edu> 08/24/01 12:43PM >>>

Carroll, Diane (Long Island)

From: Marc Brodsky [brodsky@aip.org]
Sent: Saturday, September 01, 2001 11:37 AM
To: rhc@raman.plmsc.psu.edu
Subject: Re: Physicist fired for writing book (fwd)

I am writing in response to your recent inquiry regarding the circumstances surrounding Jeff Schmidt's termination. Since legal proceedings are pending in response to Mr. Schmidt's claims, I am providing only a brief statement of AIP's position. At the outset, please note that there has been no finding that the discharge of Mr. Schmidt violated any federally protected right. AIP is not involved in similar legal proceedings with any other incumbent or former employee. Also, I personally assure you that Mr. Schmidt's termination had nothing to do with the subject matter of his book.

Some who have written to me, made reference to APS. APS was not Mr. Schmidt's employer. AIP was.

Mr. Schmidt was discharged by AIP after he stated, in the introduction to his book, that it was written on "stolen time". To me, the reference to writing it on "stolen time" either meant or implied that he wrote the book on paid work time, when, in my opinion, he should have been devoting his energies to AIP. In brief, while being paid by AIP, Mr. Schmidt's comment communicates, in our view, that he was pursuing activities beyond what he was supposed to be doing on work time.

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"given the nature of the work involved in this matter, it was concluded that the Employer has some justification for taking Mr. Schmidt at his word rather than treating this as a mere literary device to catch the interest of a reader. Moreover, and most significantly, even if Mr. Schmidt did not actually work on his book project on company time, by asserting that he did, he served to undercut Employer's efforts at enhancing employee productivity."

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Marc Brodsky
August 31, 2001

>>> Ralph Colby <rhc@raman.plmsc.psu.edu> 08/24/01 12:42PM >>>

Carroll, Diane (Long Island)

From: Marc Brodsky [brodsky@aip.org]
Sent: Saturday, September 01, 2001 11:38 AM
To: bdorland@kendall.umd.edu
Subject: Re: Feedback to Physics Today

I am writing in response to your recent inquiry regarding the circumstances surrounding Jeff Schmidt's termination. Since legal proceedings are pending in response to Mr. Schmidt's claims, I am providing only a brief statement of AIP's position. At the outset, please note that there has been no finding that the discharge of Mr. Schmidt violated any federally protected right. AIP is not involved in similar legal proceedings with any other incumbent or former employee. Also, I personally assure you that Mr. Schmidt's termination had nothing to do with the subject matter of his book.

Some who have written to me, made reference to APS. APS was not Mr. Schmidt's employer. AIP was.

Mr. Schmidt was discharged by AIP after he stated, in the introduction to his book, that it was written on "stolen time". To me, the reference to writing it on "stolen time" either meant or implied that he wrote the book on paid work time, when, in my opinion, he should have been devoting his energies to AIP. In brief, while being paid by AIP, Mr. Schmidt's comment communicates, in our view, that he was pursuing activities beyond what he was supposed to be doing on work time.

AIP supports the right of all employees to seek guidance from the U. S. Equal Employment Opportunity Commission, the National Labor Relations Board or any other government agency to present questions regarding their employment or the termination thereof. AIP firmly believes that it has not engaged in any improper behavior. To date, no agency has found that AIP violated any law. In fact, below I quote from the findings of the NLRB, which dismissed Mr. Schmidt's unfair labor practice charge.

"The evidence in this regard indicates that Mr. Schmidt had a non-work related book published which contained an introduction with the following words: 'This book is stolen. Written in part on stolen time, that is. I felt that I had no choice but to do it that way....' "

The NLRB also rejected Mr. Schmidt's contention that he did not actually "steal" company time, but "merely engaged in literary hyperbole in his book introduction." The NLRB found that:

"given the nature of the work involved in this matter, it was concluded that the Employer has some justification for taking Mr. Schmidt at his word rather than treating this as a mere literary device to catch the interest of a reader. Moreover, and most significantly, even if Mr. Schmidt did not actually work on his book project on company time, by asserting that he did, he served to undercut Employer's efforts at enhancing employee productivity."

I hope that you find these brief remarks to be responsive to your questions and concerns. I hope you can appreciate our position. AIP is committed to the physics community and to its members. As an employer, we try to act appropriately. We are proud of our work atmosphere and the high morale of our employees. Thank you for your interest.

Marc Brodsky
August 31, 2001

>>> <bdorland@kendall.umd.edu> 08/23/01 08:32AM >>>

Below is the result of your feedback form. It was submitted by
(bdorland@kendall.umd.edu) on Thursday, August 23, 2001 at 08:32:09

name: William Dorland

messagetext: Dear Editor,

I understand that you recently fired Jeff Schmidt, who had been an articles editor at Physics Today magazine for 19 years.

I learned some details about this episode from Talat Rahman, a physics professor at Kansas State University.

I assume you are familiar with the letter he is circulating.

I would like hear your side of the Jeff Schmidt story. If I do not hear from you in a timely fashion, I will assume the story that Prof. Rahman is circulating is basically true, and will cancel my subscription to Physics Today magazine.

I hope these rumors are not true. Sincerely,

Prof. William Dorland
Department of Physics
University of Maryland
College Park, MD 20743

Submit: Submit

Carroll, Diane (Long Island)

From: Marc Brodsky [brodsky@aip.org]
Sent: Saturday, September 01, 2001 11:40 AM
To: dtp@SLAC.Stanford.EDU
Subject: Re: free speech

I am writing in response to your recent inquiry regarding the circumstances surrounding Jeff Schmidt's termination. Since legal proceedings are pending in response to Mr. Schmidt's claims, I am providing only a brief statement of AIP's position. At the outset, please note that there has been no finding that the discharge of Mr. Schmidt violated any federally protected right. AIP is not involved in similar legal proceedings with any other incumbent or former employee. Also, I personally assure you that Mr. Schmidt's termination had nothing to do with the subject matter of his book.

Some who have written to me, made reference to APS. APS was not Mr. Schmidt's employer. AIP was.

Mr. Schmidt was discharged by AIP after he stated, in the introduction to his book, that it was written on "stolen time". To me, the reference to writing it on "stolen time" either meant or implied that he wrote the book on paid work time, when, in my opinion, he should have been devoting his energies to AIP. In brief, while being paid by AIP, Mr. Schmidt's comment communicates, in our view, that he was pursuing activities beyond what he was supposed to be doing on work time.

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"The evidence in this regard indicates that Mr. Schmidt had a non-work related book published which contained an introduction with the following words: 'This book is stolen. Written in part on stolen time, that is. I felt that I had no choice but to do it that way....' "

The NLRB also rejected Mr. Schmidt's contention that he did not actually "steal" company time, but "merely engaged in literary hyperbole in his book introduction." The NLRB found that:

"given the nature of the work involved in this matter, it was concluded that the Employer has some justification for taking Mr. Schmidt at his word rather than treating this as a mere literary device to catch the interest of a reader. Moreover, and most significantly, even if Mr. Schmidt did not actually work on his book project on company time, by asserting that he did, he served to undercut Employer's efforts at enhancing employee productivity."

I hope that you find these brief remarks to be responsive to your questions and concerns. I hope you can appreciate our position. AIP is committed to the physics community and to its members. As an employer, we try to act appropriately. We are proud of our work atmosphere and the high morale of our employees. Thank you for your interest.

Marc Brodsky
August 31, 2001

>>> "Palmer, Dennis T." <ntp@SLAC.Stanford.EDU> 08/24/01 01:17PM >>>

Dear Dr. Brodsky:

As physicists and other scientists concerned about freedom of expression in the science community, we were troubled to learn of your dismissal of Jeff Schmidt, who had been an articles editor at Physics Today magazine for over 19 years.

As we understand it, you fired Jeff after you saw his book, *Disciplined Minds*, and in particular after you learned that Jeff had used some of his spare time at the office for critical writing about education and employment in physics and other fields.

While we do not necessarily agree with Jeff's views about the situation of physicists and other salaried professionals, and do not expect you to, we believe that free debate within the physics community is healthy. We expect you to encourage it, not stifle it, especially because physicists are known for speaking out when physicists internationally are punished for expressing their views. Your actions as head of the American Institute of Physics help to shape society's view of the physics community. We urge you to reconsider your decision, and offer to reinstate Jeff as an editor at Physics Today.

We ask that you publish this letter in Physics Today, to bring our concerns to the attention of the wider physics community.

Sincerely,
Dennis T. Palmer

Dr. Dennis T. Palmer 650.926.4611 work
SLAC/ARDB MS 07 650.926.4365 fax
2575 Sand Hill Road
Menlo Park CA 94025

D00855

Carroll, Diane (Long Island)

From: Marc Brodsky [brodsky@aip.org]
Sent: Saturday, September 01, 2001 11:41 AM
To: gbelange@physics.carleton.ca
Subject: astonishing response: Re: Dubious dismissal of Jeff Schmidt

I do not understand your logic. Are you saying that an employer should reward an employee for saying he is stealing from the organization?

Marc

>>> Guillaume Belanger <gbelange@physics.carleton.ca> 08/24/01 01:51PM

>>> >>>

Dr. Brodsky,

I find this hard to believe...

The efforts that Jeff Schmidt must have exerted in order to accomplish the task of a full time, productive and highly qualified editor of Physics Today while writing a book on important issues that will inevitably help in bringing more openness and democracy as well as illuminating some of the inadequacies and injustices that exist at all levels of society and in particular in the Science community, should be rewarded and encouraged. Not used as the grounds for dismissal.

If more people had the intellectual capacity and motivation that allowed Jeff Schmidt to do what he did, the Science community and the whole of society, would most likely be functioning in a much more sustainable, democratic and productive fashion.

I find it tremendously unfortunate and truly unacceptable that Dr. Jeff Schmidt's exemplary conduct should be regarded as offensive and be severely reprimanded when in fact it should be rewarded and encouraged.

regretfully,
Guillaume Belanger

Guillaume Belanger
reply:gbelange@physics.carleton.ca
tel:520 2600 x-4323
Herzberg Laboratories rm 3330
Department of Physics
Carleton University

----- Forwarded message -----

Date: Fri, 24 Aug 2001 11:30:26 -0400
From: Marc Brodsky <brodsky@aip.org>
To: dwaller@physics.carleton.ca
Subject: Re: Dubious dismissal of Jeff Schmidt

Dear Dr. Waller,

I am sorry you reached a conclusion about this issue without hearing out side of the issue. For reasons discussed

below, we have been reluctant to respond to many claims in the current circulating and other letters.

AIP was the employer and not APS.

Part of the reason for the action taken was preserving the integrity of Physics Today.

There are good policy and legal reasons to respect an employee's privacy. This makes it difficult for an employer to make a public comment on a termination and is a major reason that AIP has not issued a public statement on the termination that you question.

The ex-employee has raised arguments like those in the circulating letter before the National Labor Relations Board. His petitions to the NLRB have been repeatedly and finally denied at every level.

In the letter, a big deal is made of the fact that AIP did not try to deny him unemployment benefits. That's what the State of Maryland ruling means. AIP did not think it appropriate to try to deny him such benefits.

The basic fact is that he violated our trust and wrote his book on what he self-described as stolen time. He never told AIP about such activity. I took him at his word that it was stolen time. Even if, as he claimed after the fact, there was an element of jest in it, such an inflammatory comment is neither good for the morale of other hard working editors nor for the tradition of truth and accuracy from Physics Today editors. Virtually all other editors at Physics Today have steadily have increased their productivity in recent years while the ex-employee resisted such initiatives saying, inter alia, there were not enough hours in the day for him to do so. I now know why. Such behavior is not what Physics Today needs in an editor and that is why he was terminated. He was not fired for what was expressed in the book other than the opening lines of the introduction which had the claim about "stone time." In fact, I never read the rest of the book before the termination.

Eventually AIP may be forced to issue a public statement. Meanwhile, I hope you find the above remarks responsive.

Thanks for your interest,
Marc Brodsky

>>> David Waller <dwaller@physics.carleton.ca> 08/24/01 10:25AM >>>
Dr. Brodsky,

I was very disturbed to hear about Physics Today's treatment of Jeff Schmidt. Your censorship and dismissal of a dissenting voice in our community is undemocratic and unlawful. I will not renew my Physics Today membership (and APS membership) if this wrong is not righted. I will also recommend to my colleagues at my department that they do likewise.

Regretfully,
David Waller

*
* David Waller
* Department of Physics
* Carleton University
* Ottawa, Ontario, Canada
* K1S 5B6
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D00857

Carroll, Diane (Long Island)

From: Marc Brodsky [brodsky@aip.org]
Sent: Saturday, September 01, 2001 11:44 AM
To: lerman@ISI.EDU
Subject: Re: Jeff Schmidt firing

Dear Ms. Leman,

I am sorry that you are no longer reading Physics Today. It is prepared by dedicated, expressive people who value open expression of ideas. The case you refer to is no one of free expression but one covered in my response below.

I am writing in response to your recent inquiry regarding the circumstances surrounding Jeff Schmidt's termination. Since legal proceedings are pending in response to Mr. Schmidt's claims, I am providing only a brief statement of AIP's position. At the outset, please note that there has been no finding that the discharge of Mr. Schmidt violated any federally protected right. AIP is not involved in similar legal proceedings with any other incumbent or former employee. Also, I personally assure you that Mr. Schmidt's termination had nothing to do with the subject matter of his book.

Some who have written to me, made reference to APS. APS was not Mr. Schmidt's employer. AIP was.

Mr. Schmidt was discharged by AIP after he stated, in the introduction to his book, that it was written on "stolen time". To me, the reference to writing it on "stolen time" either meant or implied that he wrote the book on paid work time, when, in my opinion, he should have been devoting his energies to AIP. In brief, while being paid by AIP, Mr. Schmidt's comment communicates, in our view, that he was pursuing activities beyond what he was supposed to be doing on work time.

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"The evidence in this regard indicates that Mr. Schmidt had a non-work related book published which contained an introduction with the following words: 'This book is stolen. Written in part on stolen time, that is. I felt that I had no choice but to do it that way....' "

The NLRB also rejected Mr. Schmidt's contention that he did not actually "steal" company time, but "merely engaged in literary hyperbole in his book introduction." The NLRB found that:

"given the nature of the work involved in this matter, it was concluded that the Employer has some justification for taking Mr. Schmidt at his word rather than treating this as a mere literary device to catch the interest of a reader. Moreover, and most significantly, even if Mr. Schmidt did not actually work on his book project on company time, by asserting that he did, he served to undercut Employer's efforts at enhancing employee productivity."

I hope that you find these brief remarks to be responsive to your questions and concerns. I hope you can appreciate our position. AIP is committed to the physics community and to its members. As an employer, we try to act appropriately. We are proud of our work atmosphere and the high morale of our employees. Thank you for your interest.

Marc Brodsky
August 31, 2001

>>> Kristina Lerman <lerman@ISI.EDU> 08/24/01 01:52PM >>>
Dear Mr. Brodsky -

I have read the history of Dr. Schmidt's firing closely and with great interest, and frankly, I am quite appalled. In my naiveté, I expected academic institutions (and quasi-academic, like the AIP) to be champions of the freedom of thought and expression - not suppressors of speech. However, I am glad this controversy brought Schmidt's book to my attention. I am ordering it on Amazon right now!

Sincerely,

Kristina Lerman

a former member of the APS and a former reader of Physics Today

--

Kristina Lerman, PhD

USC Information Sciences Institute
4676 Admiralty Way
Marina del Rey, CA 90292-6695

lerman@isi.edu (310) 448-8714

D00860

Carroll, Diane (Long Island)

From: Marc Brodsky [brodsky@aip.org]
Sent: Saturday, September 01, 2001 11:45 AM
To: ambite@ISI.EDU
Subject: Re: Support for Jeff Schmidt

I am writing in response to your recent inquiry regarding the circumstances surrounding Jeff Schmidt's termination. Since legal proceedings are pending in response to Mr. Schmidt's claims, I am providing only a brief statement of AIP's position. At the outset, please note that there has been no finding that the discharge of Mr. Schmidt violated any federally protected right. AIP is not involved in similar legal proceedings with any other incumbent or former employee. Also, I personally assure you that Mr. Schmidt's termination had nothing to do with the subject matter of his book.

Some who have written to me, made reference to APS. APS was not Mr. Schmidt's employer. AIP was.

Mr. Schmidt was discharged by AIP after he stated, in the introduction to his book, that it was written on "stolen time". To me, the reference to writing it on "stolen time" either meant or implied that he wrote the book on paid work time, when, in my opinion, he should have been devoting his energies to AIP. In brief, while being paid by AIP, Mr. Schmidt's comment communicates, in our view, that he was pursuing activities beyond what he was supposed to be doing on work time.

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"The evidence in this regard indicates that Mr. Schmidt had a non-work related book published which contained an introduction with the following words: 'This book is stolen. Written in part on stolen time, that is. I felt that I had no choice but to do it that way....' "

The NLRB also rejected Mr. Schmidt's contention that he did not actually "steal" company time, but "merely engaged in literary hyperbole in his book introduction." The NLRB found that:

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I hope that you find these brief remarks to be responsive to your questions and concerns. I hope you can appreciate our position. AIP is committed to the physics community and to its members. As an employer, we try to act appropriately. We are proud of our work atmosphere and the high morale of our employees. Thank you for your interest.

Marc Brodsky
August 31, 2001

>>> Jose-Luis Ambite <ambite@ISI.EDU> 08/24/01 02:23PM >>>

D00861

To: Marc H. Brodsky
Executive Director and CEO
American Institute of Physics
One Physics Ellipse
College Park, Maryland 20740

Dear Dr. Brodsky:

As physicists and other scientists concerned about freedom of expression in the science community, we were troubled to learn of your dismissal of Jeff Schmidt, who had been an articles editor at Physics Today magazine for over 19 years.

As we understand it, you fired Jeff after you saw his book, *Disciplined Minds*, and in particular after you learned that Jeff had used some of his spare time at the office for critical writing about education and employment in physics and other fields.

While we do not necessarily agree with Jeff's views about the situation of physicists and other salaried professionals, and do not expect you to, we believe that free debate within the physics community is healthy. We expect you to encourage it, not stifle it, especially because physicists are known for speaking out when physicists internationally are punished for expressing their views. Your actions as head of the American Institute of Physics help to shape society's view of the physics community. We urge you to reconsider your decision, and offer to reinstate Jeff as an editor at Physics Today.

We ask that you publish this letter in Physics Today, to bring our concerns to the attention of the wider physics community.

Sincerely,

Jose Luis Ambite, Ph.D.
USC/Information Sciences Institute
4676 Admiralty Way
Marina del Rey, CA 90292, USA

(This letter expresses the views of the undersigned; affiliations are listed for identification only. Those of us whose names are marked with asterisks worked with Jeff directly, as he edited our articles for publication in Physics Today, and can attest that he does excellent, conscientious work.)

Carroll, Diane (Long Island)

From: Duke, Charles B ["CDuke@acpgate.acp.org"]
Sent: Saturday, September 01, 2001 11:55 AM
To: brodsky@aip.org
Subject: FW: Physicist fired for writing book

Attachments: Header



Header (1 KB)

Hi Marc,

I presume you probably have seen this and have a quite different view. I have known Talat Rahman a long time since her days at the University of Rochester, and doubt that she would be associated with something that she knows is inaccurate, which I suspect that this is.

In any case, in the event that you have not seen it, this is what is going around the APS. I have no idea how my name got on the mailing list unless it was sent to all members of the APS or FIAP.

Charlie

Charles B. Duke
Editor, Surface Science
Vice President and Senior Fellow, XR&T
Xerox Wilson Center for Research and Technology 800 Phillips Road 0114-38D Webster NY 14580 Phone (716) 422-2106 FAX (716) 265-5080

-----Original Message-----

From: Speech Rights [mailto:SpeechRights@aol.com]
Sent: Thursday, August 23, 2001 8:46 AM
To: cduke@crt.xerox.com
Subject: Physicist fired for writing book

Dear fellow scientist,

As you may have heard, Physics Today magazine recently gave a very punishing review to a book written by physicist Jeff Schmidt: The magazine fired him.

Jeff was a staff editor at Physics Today for 19 years -- until his supervisors saw *Disciplined Minds* (Rowman & Littlefield, 2000), a thought-provoking critique of workplace hierarchy and the politically subordinate role of salaried professionals. The book uses physicists and physics graduate school to help illustrate points about professionals and professional training in general.

Within days of learning about his irreverent book, the higher-ups at Physics Today dismissed Jeff summarily, apparently using the book as an opportunity to retaliate against him for his workplace activism and to ignore his widely praised work for the magazine. Details of Jeff's firing are given in the statement below, and can also be

found on the Web at <http://disciplined-minds.com>

Please join us in protesting Jeff's dismissal, by adding your name to the letter below. We will send the letter to Marc H. Brodsky, Executive Director and CEO of the American Institute of Physics, which publishes Physics Today, and we will also post it on the Web.

To add your name to the letter, please send an e-mail message to SpeechRights@aol.com. Include your name and an affiliation, such as your department and institution. Please ask others to add their names, too.

You can also write directly to Marc Brodsky, at brodsky@aip.org. If you do, please send a copy of your letter to SpeechRights@aol.com so that it can be posted on the Web. We may send you updates on this issue (if you prefer not to receive them, just let us know).

Your support will make a big difference.

Sincerely,

Talat Rahman
Fellow of the American Physical Society
University Distinguished Professor
Department of Physics
Kansas State University

George F. Reiter
Professor of Physics
University of Houston

Michael A. Lee
Professor of Physics
Kent State University

Background info about Jeff Schmidt and Disciplined Minds

By Chris Mohr and Jean Kumagai
Former Physics Today staff members

In *Disciplined Minds*, Jeff Schmidt challenges professionals to view their role in society in a new and unsettling way. He argues that professional work has both technical and political components, and that salaried professionals are expected to be technically creative but politically subordinate. In particular, they are expected to work creatively to further their employers' world view rather than their own. Such subordination does not occur without a fight, the book maintains, and so the workplace becomes a battleground for the very identity of the individual, as does graduate school, where professionals are trained.

Jeff has a PhD in physics from the University of California, Irvine, and he draws many of his examples from the predicament of employed physicists and physics graduate students. (In one chapter, he examines the physics PhD qualifying examination and shows how the seemingly value-neutral test identifies candidates who have the "right attitude" about their work.) His book details the battle one must fight to be an independent thinker and to advance one's own social vision in today's corporate society. It offers advice on how to make employment more than an

exercise in knowing your place, and how to make graduate school more than an abusive "intellectual bootcamp" that breaks the individual in to playing a conventional role. You can avoid the cynicism and intellectual timidity that afflicts so many professional employees, he says, but doing so is not easy, and he discusses how it can be done.

While at Physics Today, Jeff played the most prominent role in staff efforts to improve working conditions, increase staff participation in decision-making, and broaden the range of viewpoints allowed in the magazine. He also led an effort to force Physics Today to live up to its advertised claim of being an affirmative-action employer, noting that the magazine was hiring and training only whites as editors, a pattern that eventually left the magazine with an all-white staff of 16 professionals and a non-white secretarial staff of 3.

In firing Jeff, the managers at Physics Today cited a statement, at the beginning of *Disciplined Minds*, that he had done some work on the book in his office. Such use of time constitutes "misconduct," they said. But to those familiar with the Physics Today workplace, this charge looks more like a pretext to get rid of someone who was persistently pressing for changes in workplace policies. Indeed, the fact that the magazine's managers dismissed Jeff after so many years of service not only without a hearing, but also without asking him a single question about his work on the book, suggests that they were looking for an opportunity to remove him.

By the time *Disciplined Minds* was published, Physics Today's managers had already tried unsuccessfully to silence Jeff with repressive measures just short of dismissal. At one point, for example, they put gag orders on Jeff and another outspoken staff editor, warning that they would be fired if they said anything "counterproductive." These orders were eventually lifted due to pressure from coworkers. Perhaps even more incredibly, Physics Today also banned private conversations in the workplace, announcing that all conversations between staff members must be open to monitoring by managers.

In light of this history, Physics Today's response to *Disciplined Minds* is less surprising.

The managers at Physics Today apparently thought the book would look so provocative to others that no one would object if they fired Jeff. They were wrong. To date, there have been many protests: by sixteen former Physics Today staff members (including us), by the National Writers Union, and by 160 scholars, writers and educators in a wide range of fields. Even the State of Maryland, after an unemployment benefits hearing, rejected AIP's charge that Jeff's work on the book at the office constituted misconduct, finding that Physics Today fired Jeff without evidence that his spare-time writing interfered with his work for the magazine. (During the years that Jeff was writing *Disciplined Minds*, Physics Today gave him two promotions and 19 salary increases based explicitly on the quantity and quality of his work for the magazine.) Details of the state investigation are posted on the Web at <http://disciplined-minds.com>, along with the protest letters, reports in the press and reviews of the book.

Jeff recently took his case to one of the ten largest law firms in Washington, D.C. Lawyers at Dickstein Shapiro Morin & Oshinsky felt that Physics Today's actions, if left unchallenged, would set a bad precedent for employees everywhere. They waived their fees and will do what they can to bring legal challenges against Physics Today's repressive behavior, simply for the public good. Physics Today has hired what union activists and labor lawyers call the most notorious union-busting law firm in the country (Jackson, Lewis, Schnitzler & Krupman) to deal with any legal challenges in this case. That's revealing, but it doesn't mean that the law is a likely source of justice for Jeff. The law generally favors employers, and so Jeff's best chance for justice is support from the physics community.

Please consider adding your name to the letter below or writing your own letter. You can also spread the word by telling your friends and colleagues about Jeff's case, by linking your Web site to <http://disciplined-minds.com> and, if you are an instructor, by informing your students about Jeff's situation.

You can contact Jeff at...

Jeff Schmidt
3003 Van Ness Street NW #W406
Washington, DC 20008
jeffschmidt@alumni.uci.edu
202-537-3645

(The above is based on information from Jeff and other former Physics Today employees, and on relevant documents. You can contact us at christophermohr@hotmail.com and jean_kumagai@hotmail.com)

The letter...

To: Marc H. Brodsky
Executive Director and CEO
American Institute of Physics
One Physics Ellipse
College Park, Maryland 20740

Dear Dr. Brodsky:

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We ask that you publish this letter in Physics Today, to bring our concerns to the attention of the wider physics community.

Sincerely,

(This letter expresses the views of the undersigned; affiliations are listed for identification only. Those of us whose names are marked with asterisks worked with Jeff directly, as he edited our articles for publication in Physics Today, and can attest that he does excellent, conscientious work.)

Carroll, Diane (Long Island)

From: Marc Brodsky [brodsky@aip.org]
Sent: Saturday, September 01, 2001 11:59 AM
To: smoss@UH.EDU
Subject: Re:

Dear Si,
Pleased o hear from you, even if it is on such an occasion.
This is not an issues of ideas but of job performance.
If someone said he was stealing from you would you discuss his ideas?
A more formal response follows.,
Regards,
Marc

I am writing in response to your recent inquiry regarding the circumstances surrounding Jeff Schmidt's termination. Since legal proceedings are pending in response to Mr. Schmidt's claims, I am providing only a brief statement of AIP's position. At the outset, please note that there has been no finding that the discharge of Mr. Schmidt violated any federally protected right. AIP is not involved in similar legal proceedings with any other incumbent or former employee. Also, I personally assure you that Mr. Schmidt's termination had nothing to do with the subject matter of his book.

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Mr. Schmidt was discharged by AIP after he stated, in the introduction to his book, that it was written on "stolen time". To me, the reference to writing it on "stolen time" either meant or implied that he wrote the book on paid work time, when, in my opinion, he should have been devoting his energies to AIP. In brief, while being paid by AIP, Mr. Schmidt's comment communicates, in our view, that he was pursuing activities beyond what he was supposed to be doing on work time.

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"The evidence in this regard indicates that Mr. Schmidt had a non-work related book published which contained an introduction with the following words: 'This book is stolen. Written in part on stolen time, that is. I felt that I had no choice but to do it that way....' "

The NLRB also rejected Mr. Schmidt's contention that he did not actually "steal" company time, but "merely engaged in literary hyperbole in his book introduction." The NLRB found that:

"given the nature of the work involved in this matter, it was concluded that the Employer has some justification for taking Mr. Schmidt at his word rather than treating this as a mere literary device to catch the interest of a reader. Moreover, and most significantly, even if Mr. Schmidt did not actually work on his book project on company time, by asserting that he did, he served to undercut Employer's efforts at enhancing employee productivity."

I hope that you find these brief remarks to be responsive to your questions and concerns. I hope you can

appreciate our position. AIP is committed to the physics community and to its members. As an employer, we try to act appropriately. We are proud of our work atmosphere and the high morale of our employees. Thank you for your interest.

Marc Brodsky
August 31, 2001

>>> Simon Moss <smoss@UH.EDU> 08/24/01 04:31PM >>>
Dear Marc,

I received today the e-mail from Prof.s Talat Rahman, George Reiter and Michael Lee regarding the dismissal of Jeff Schmidt from Physics Today. If what they write is correct, including the material below their letter describing the circumstances surrounding both his firing and the subsequent legal proceedings that are in process, it places our Society in a very unfavorable light. Given that we as a profession are taught to challenge authority, this is the worst publicity I can imagine us getting. I always tell my students to "think for themselves," shun received wisdom, and in general treat the known as provisional. Otherwise, why bother being physicists?

I also have fought for many years to remove the qualifying exam from our graduate requirements; it favors a certain mode of scientific rearing that is prejudicial against those who come from other backgrounds or think slowly (but very well, indeed), etc., etc. Finally we have eliminated them at the University of Houston, at least in Physics, and require only that the students perform well in their graduate courses. There are many styles in education, but in the end we are all trying to train independent thinkers. If Jeff's book steps on a lot of toes, so what? Where's the harm?

In fact, I believe that the harm to us all will come with a lawsuit that focuses on the independence that lost him his job.

I hope that as a Society we do not come out of this sad event with a reputation as suppressors of unpopular views.

With my regards (it has been a while since we met),

Simon Moss
M.D.Anderson Professor of Physics
University of Houston

Carroll, Diane (Long Island)

From: Marc Brodsky [brodsky@aip.org]
Sent: Saturday, September 01, 2001 12:01 PM
To: rgrif@CMU.EDU
Subject: Re: Jeff Schmidt

Dear Prof. Griffiths,

Thank you for your polite inquiry.

I am writing in response to your recent inquiry regarding the circumstances surrounding Jeff Schmidt's termination. Since legal proceedings are pending in response to Mr. Schmidt's claims, I am providing only a brief statement of AIP's position. At the outset, please note that there has been no finding that the discharge of Mr. Schmidt violated any federally protected right. AIP is not involved in similar legal proceedings with any other incumbent or former employee. Also, I personally assure you that Mr. Schmidt's termination had nothing to do with the subject matter of his book.

Some who have written to me, made reference to APS. APS was not Mr. Schmidt's employer. AIP was.

Mr. Schmidt was discharged by AIP after he stated, in the introduction to his book, that it was written on "stolen time". To me, the reference to writing it on "stolen time" either meant or implied that he wrote the book on paid work time, when, in my opinion, he should have been devoting his energies to AIP. In brief, while being paid by AIP, Mr. Schmidt's comment communicates, in our view, that he was pursuing activities beyond what he was supposed to be doing on work time.

AIP supports the right of all employees to seek guidance from the U. S. Equal Employment Opportunity Commission, the National Labor Relations Board or any other government agency to present questions regarding their employment or the termination thereof. AIP firmly believes that it has not engaged in any improper behavior. To date, no agency has found that AIP violated any law. In fact, below I quote from the findings of the NLRB, which dismissed Mr. Schmidt's unfair labor practice charge.

"The evidence in this regard indicates that Mr. Schmidt had a non-work related book published which contained an introduction with the following words: 'This book is stolen. Written in part on stolen time, that is. I felt that I had no choice but to do it that way....' "

The NLRB also rejected Mr. Schmidt's contention that he did not actually "steal" company time, but "merely engaged in literary hyperbole in his book introduction." The NLRB found that:

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I hope that you find these brief remarks to be responsive to your questions and concerns. I hope you can appreciate our position. AIP is committed to the physics community and to its members. As an employer, we try to act appropriately. We are proud of our work atmosphere and the high morale of our employees. Thank you for your interest.

Marc Brodsky
August 31, 2001

D00869

>>> Robert B Griffiths <rgrif@CMU.EDU> 08/24/01 05:59PM >>>
24 Aug. 2001

Dr. Marc H. Brodsky
American Institute of Physics

Dear Dr. Brodsky:

Please excuse my bothering you about the following matter. I received from two members of the American Physical Society a complaint to the effect that Jeff Schmidt, a staff member at Physics Today, had been improperly fired on account of having written a book, and it gave your name as someone to whom protests should be sent. I try and listen to both sides in any such dispute before forming an opinion, and would be much obliged if you could supply me with something by email or regular mail, or refer me to an appropriate web site, or whatever. Please do not feel obliged to respond to this request in person, as I am sure you are busy, and let me thank you in advance for any information you can provide.

Sincerely yours, Robert B. Griffiths

Prof. Robert B. Griffiths Email: rgrif@cmu.edu
Physics Dept. Phone: 1-412-268-2765
Carnegie-Mellon University Fax: 1-412-681-0648
Pittsburgh, PA 15213 U.S.A.
Fellow of the American Physical Society
Member of the National Academy of Sciences of the USA

D00870

Carroll, Diane (Long Island)

From: Marc Brodsky [brodsky@aip.org]
Sent: Saturday, September 01, 2001 12:02 PM
To: jdj@lbl.gov; trilling@mh1.lbl.gov
Cc: Judy Franz
Subject: Re: AIP Actions

Dear Dr. Jackson,

I believe your questions are addressed in my response below. Thanks for giving some thought to this problem.
Marc Brodsky

I am writing in response to your recent inquiry regarding the circumstances surrounding Jeff Schmidt's termination. Since legal proceedings are pending in response to Mr. Schmidt's claims, I am providing only a brief statement of AIP's position. At the outset, please note that there has been no finding that the discharge of Mr. Schmidt violated any federally protected right. AIP is not involved in similar legal proceedings with any other incumbent or former employee. Also, I personally assure you that Mr. Schmidt's termination had nothing to do with the subject matter of his book.

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Mr. Schmidt was discharged by AIP after he stated, in the introduction to his book, that it was written on "stolen time". To me, the reference to writing it on "stolen time" either meant or implied that he wrote the book on paid work time, when, in my opinion, he should have been devoting his energies to AIP. In brief, while being paid by AIP, Mr. Schmidt's comment communicates, in our view, that he was pursuing activities beyond what he was supposed to be doing on work time.

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"The evidence in this regard indicates that Mr. Schmidt had a non-work related book published which contained an introduction with the following words: 'This book is stolen. Written in part on stolen time, that is. I felt that I had no choice but to do it that way....' "

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I hope that you find these brief remarks to be responsive to your questions and concerns. I hope you can appreciate our position. AIP is committed to the physics community and to its members. As an employer, we try to act appropriately. We are proud of our work atmosphere and the high morale of our employees. Thank you for your interest.

Marc Brodsky
August 31, 2001

>>> jdjackson@lbl.gov 08/24/01 07:34PM >>>

George,

Brodsky's statement does not address the charges (perhaps false) that PT staff were ordered not to have discussions without the presence of a supervisor, etc.

These are free speech issues that are important to many APS members. I would hope that AIP could respond more fully (deny?) the charges in the "petition."

Another point - Does the AIP have independent evidence that Schmidt "stole" company time to write his book, or did they go only on the perhaps deliberately provocative statement in Schmidt's book?

Dave Jackson

George Trilling wrote:

>
> Dear Colleagues,
>
> Charlie Schwartz (and perhaps others) have recently sent out a message
> entitled "Retaliation and Repression at AIP" concerning the
> termination of one of the Physics Today Editors. To inform you on this
> matter, I append below a message from APS Executive Officer Judy Franz
> to the APS Council, including a statement from AIP CEO Marc Brodsky. I
> would add that, if you are interested in learning more, you should log
> onto the Web Site "disciplined-minds.com", and read the Introduction
> from Dr. Schmidt's book (1st two sentences: "This book is stolen.
> Written in part on stolen time, that is.")

>

> George

> -----

> -----

> Subject: Message From Judy Franz

>

> Dear Councilors and Senior Staff,

>

> Some of you have or will receive a letter that is being circulated on
> behalf of Jeff Schmidt, who was fired last year by AIP (Physics
> Today). Because the letter is being circulated so widely, we thought
> it was important for you to have some background information. I
> contacted Marc Brodsky, who is the executive director of AIP, and I will append his reply below.

>

> I hope that you will do what you can to make sure that Marc's
> information is circulated to key people. Although this is an AIP
> issue, APS is a major part of AIP, and many of our members may not
> differentiate between AIP and APS. Therefore, the current campaign
> can have a negative effect on APS as well as AIP. Your help with
> preventing this would be greatly appreciated.

>

> Best regards,

D00872

> Judy

>

> Message from Marc Brodsky:

>

> There are good policy and legal reasons to respect an employee's privacy.

> This makes it difficult for an employer to make a public comment on a

> termination and is a major reason that AIP has not issued a public

> statement on the termination that you question.

>

> The ex-employee has raised arguments like those in your letter before

> the National Labor Relations Board. His petitions to the NLRB have

> been repeatedly and finally denied at every level.

>

> In your letter, a big deal is made of the fact that AIP did not try to

> deny him unemployment benefits. That's what the State of Maryland ruling means.

> AIP did not think it appropriate to try to deny him such benefits.

>

> The basic fact is that he violated our trust and wrote his book on

> what he self-described as stolen time. He never told AIP about such

> activity. I took him at his word that it was stolen time. Even if,

> as he claimed after the fact, there was an element of jest in it, such

> an inflammatory comment is neither good for the morale of other hard

> working editors nor for the tradition of truth and accuracy from

> Physics Today editors. Virtually all other editors at Physics Today

> have steadily increased their productivity in recent years while the

> ex-employee resisted such initiatives saying, inter alia, there were not enough hours in the day for him to do so.

> I now know why. Such behavior is not what Physics Today needs in an editor

> and that is why he was terminated. He was not fired for what was

> expressed in the book other than the opening lines of the introduction

> which had the claim about "stolen time." In fact, I never read the

> rest of the book before the termination.

>

> Eventually AIP may be forced to issue a public statement. Meanwhile,

> I hope you find the above remarks responsive.

>

> Thanks for your interest,

> Marc Brodsky

Carroll, Diane (Long Island)

From: Marc Brodsky [brodsky@aip.org]
Sent: Saturday, September 01, 2001 12:07 PM
To: pdnoerd@ix.netcom.com
Subject: Fwd: Re: Physicist fired for writing book

Dear Dr. Noerdlinger,

I agree Schmidt has a right to publish.

AIP, I believe, has a right to reasonable expectations that employees do not steal or say they are stealing from the organization. Also see below, Marc Brodsky

I am writing in response to your recent inquiry regarding the circumstances surrounding Jeff Schmidt's termination. Since legal proceedings are pending in response to Mr. Schmidt's claims, I am providing only a brief statement of AIP's position. At the outset, please note that there has been no finding that the discharge of Mr. Schmidt violated any federally protected right. AIP is not involved in similar legal proceedings with any other incumbent or former employee. Also, I personally assure you that Mr. Schmidt's termination had nothing to do with the subject matter of his book.

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Mr. Schmidt was discharged by AIP after he stated, in the introduction to his book, that it was written on "stolen time". To me, the reference to writing it on "stolen time" either meant or implied that he wrote the book on paid work time, when, in my opinion, he should have been devoting his energies to AIP. In brief, while being paid by AIP, Mr. Schmidt's comment communicates, in our view, that he was pursuing activities beyond what he was supposed to be doing on work time.

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Marc Brodsky
August 31, 2001

>>> <pdnoerd@ix.netcom.com> 08/24/01 06:49PM >>>

My Dear Mr. Brodsky,

I see I omitted you as recipient on this mail and I now make up for the omission.

Also for "the society" please read "the institute" or "The American Physical Society."

pdn

pdnoerd@ix.netcom.com wrote:

> My dear Mr. Brodsky:

I most strongly object to your spending my dues to pay Jackson, Lewis, Schnitzler & Krupman to pursue your defense of a lawsuit. I expect my dues to go towards furthering the future of physics and the dissemination of knowledge about physicists and physics, and to enhance their intercommunication. If you persist in mis-spending from the APS budget you may face more lawsuits on that - I'd be glad to join one.

I also object to any racial/ethnic imbalance in your office(s) and urge you to remedy such if any.

Your actions appear to have, with little pretext, damaged Mr. Jeff Schmidt. If it goes any farther you will damage the reputation of physicists and perhaps of physics. You may not be old enough to remember the Velikovsky affair. I do. You may see some of the correspondence at:

<http://www.varchive.org/cor/1950.htm>

The key entry is perhaps this one:

<http://www.varchive.org/cor/affair/500118shamac.htm>

wherein Shapley tried to prevent Macmillan from publishing Velikovsky's work. Correct or wrong, Mr. Schmidt has a right to publish!

Dr. Shapley not only failed to suppress Velikovsky's work (which I of course regard as preposterous, but, nevertheless, not to be suppressed) but added to the publicity for it! Worlds in Collision, Ages in Chaos, and the world of science - physics and astronomy - made to look like a sort of cosmic Mafia by suppressing something that would eventually fall of its own weight anyway! Ages in Chaos became Scientists in Chaos.

The press will surely pick up on this Schmidt item if you do not yield soon; it may already be too late.

You are making bumbling despots of yourself, of Physics Today, and, by implication, your society membership by your actions.

Yours truly,

Peter D. Noerdlinger

Fellow, APS
Senior Scientist, Raytheon Corp.
(affiliation listed for identification purposes only)

SpeechRights@aol.com wrote:

> Dear fellow scientist,

As you may have heard, Physics Today magazine recently gave a very punishing review to a book written by physicist Jeff Schmidt: The magazine fired him.

Jeff was a staff editor at Physics Today for 19 years -- until his supervisors saw *Disciplined Minds* (Rowman & Littlefield, 2000), a thought-provoking critique of workplace hierarchy and the politically subordinate role of salaried professionals. The book uses physicists and physics graduate school to help illustrate points about professionals and professional training in general.

Within days of learning about his irreverent book, the higher-ups at Physics Today dismissed Jeff summarily, apparently using the book as an opportunity to retaliate against him for his workplace activism and to ignore his widely praised work for the magazine. Details of Jeff's firing are given in the statement below, and can also be found on the Web at <http://disciplined-minds.com>

Please join us in protesting Jeff's dismissal, by adding your name to the letter below. We will send the letter to Marc H. Brodsky, Executive Director and CEO of the American Institute of Physics, which publishes Physics Today, and we will also post it on the Web.

To add your name to the letter, please send an e-mail message to SpeechRights@aol.com. Include your name and an affiliation, such as your department and institution. Please ask others to add their names, too.

You can also write directly to Marc Brodsky, at brodsky@aip.org. If you do, please send a copy of your letter to SpeechRights@aol.com so that it can be posted on the Web. We may send you updates on this issue (if you prefer not to receive them, just let us know).

Your support will make a big difference.

Sincerely,

Talat Rahman
Fellow of the American Physical Society
University Distinguished Professor
Department of Physics
Kansas State University

George F. Reiter
Professor of Physics
University of Houston

Michael A. Lee
Professor of Physics
Kent State University

Background info about Jeff Schmidt and Disciplined Minds

By Chris Mohr and Jean Kumagai
Former Physics Today staff members

In *Disciplined Minds*, Jeff Schmidt challenges professionals to view their role in society in a new and unsettling way. He argues that professional work has both technical and political components, and that salaried professionals are expected to be technically creative but politically subordinate. In particular, they are expected to work creatively to further their employers' world view rather than their own. Such subordination does not occur without a fight, the book maintains, and so the workplace becomes a battleground for the very identity of the individual, as does graduate school, where professionals are trained.

Jeff has a PhD in physics from the University of California, Irvine, and he draws many of his examples from the predicament of employed physicists and physics graduate students. (In one chapter, he examines the physics PhD qualifying examination and shows how the seemingly value-neutral test identifies candidates who have the "right attitude" about their work.) His book details the battle one must fight to be an independent thinker and to advance one's own social vision in today's corporate society. It offers advice on how to make employment more than an exercise in knowing your place, and how to make graduate school more than an abusive "intellectual bootcamp" that breaks the individual in to playing a conventional role. You can avoid the cynicism and intellectual timidity that afflicts so many professional employees, he says, but doing so is not easy, and he discusses how it can be done.

While at *Physics Today*, Jeff played the most prominent role in staff efforts to improve working conditions, increase staff participation in decision-making, and broaden the range of viewpoints allowed in the magazine. He also led an effort to force *Physics Today* to live up to its advertised claim of being an affirmative-action employer, noting that the magazine was hiring and training only whites as editors, a pattern that eventually left the magazine with an all-white staff of 16 professionals and a non-white secretarial staff of 3.

In firing Jeff, the managers at *Physics Today* cited a statement, at the beginning of *Disciplined Minds*, that he had done some work on the book in his office. Such use of time constitutes "misconduct," they said. But to those familiar with the *Physics Today* workplace, this charge looks more like a pretext to get rid of someone who was persistently pressing for changes in workplace policies. Indeed, the fact that the magazine's managers dismissed Jeff after so many years of service not only without a hearing, but also without asking him a single question about his work on the book, suggests that they were looking for an opportunity to remove him.

By the time *Disciplined Minds* was published, *Physics Today*'s managers had already tried unsuccessfully to silence Jeff with repressive measures just short of dismissal. At one point, for example, they put gag orders on Jeff and another outspoken staff editor, warning that they would be fired if they said anything "counterproductive." These orders were eventually lifted due to pressure from coworkers. Perhaps even more incredibly, *Physics Today* also banned private conversations in the workplace, announcing that all conversations between staff members must be open to monitoring by managers. In light of this history, *Physics Today*'s response to *Disciplined Minds* is less surprising.

The managers at *Physics Today* apparently thought the book would look so provocative to others that no one would object if they fired Jeff. They were wrong. To date, there have been many protests: by sixteen former *Physics Today* staff members (including us), by the National Writers Union, and by 160 scholars, writers and educators in a wide range of fields. Even the State of Maryland, after an unemployment benefits hearing, rejected AIP's charge that Jeff's work on the book at the office constituted misconduct, finding that *Physics Today* fired Jeff without evidence that his spare-time writing interfered with his work for the magazine. (During the years that Jeff was writing *Disciplined Minds*, *Physics Today* gave him two promotions and 19 salary increases based explicitly on the quantity and quality of his work for the magazine.) Details of the state investigation are posted on the Web at

<http://disciplined-minds.com>, along with the protest letters, reports in the press and !

!
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!
!

reviews of the book.

Jeff recently took his case to one of the ten largest law firms in Washington, D.C. Lawyers at Dickstein Shapiro Morin & Oshinsky felt that Physics Today's actions, if left unchallenged, would set a bad precedent for employees everywhere. They waived their fees and will do what they can to bring legal challenges against Physics Today's repressive behavior, simply for the public good. Physics Today has hired what union activists and labor lawyers call the most notorious union-busting law firm in the country (Jackson, Lewis, Schnitzler & Krupman) to deal with any legal challenges in this case. That's revealing, but it doesn't mean that the law is a likely source of justice for Jeff. The law generally favors employers, and so Jeff's best chance for justice is support from the physics community.

Please consider adding your name to the letter below or writing your own letter. You can also spread the word by telling your friends and colleagues about Jeff's case, by linking your Web site to <http://disciplined-minds.com> and, if you are an instructor, by informing your students about Jeff's situation.

You can contact Jeff at...

Jeff Schmidt
3003 Van Ness Street NW #W406
Washington, DC 20008
jeffschmidt@alumni.uci.edu
202-537-3645

(The above is based on information from Jeff and other former Physics Today employees, and on relevant documents. You can contact us at christophermohr@hotmail.com and jean_kumagai@hotmail.com)

The letter...

To: Marc H. Brodsky
Executive Director and CEO
American Institute of Physics
One Physics Ellipse
College Park, Maryland 20740

Dear Dr. Brodsky:

As physicists and other scientists concerned about freedom of expression in the science community, we were troubled to learn of your dismissal of Jeff Schmidt, who had been an articles editor at Physics Today magazine for over 19 years.

As we understand it, you fired Jeff after you saw his book, *Disciplined Minds*, and in particular after you learned that Jeff had used some of his spare time at the office for critical writing about education and employment in physics and other fields.

While we do not necessarily agree with Jeff's views about the situation of physicists and other salaried professionals, and do not expect you to, we believe that free debate within the physics community is healthy. We expect you to encourage it, not stifle it, especially because physicists are known for speaking out when physicists internationally are punished for expressing their views. Your actions as head of the American Institute of Physics help to shape society's view of the physics community. We urge you to reconsider your decision, and offer to reinstate Jeff as an editor at Physics Today.

We ask that you publish this letter in Physics Today, to bring our concerns to the attention of the wider physics community.

Sincerely,

(This letter expresses the views of the undersigned; affiliations are listed for identification only. Those of us whose names are marked with asterisks worked with Jeff directly, as he edited our articles for publication in Physics Today, and can attest that he does excellent, conscientious work.)

Carroll, Diane (Long Island)

From: Marc Brodsky [brodsky@aip.org]
Sent: Saturday, September 01, 2001 12:09 PM
To: rhomer@amherst.edu
Subject: Re: Jeff Schmidt, etc.

Dear Bob,

My response appears below.

On a more personal level, I must say I am hurt when someone says he is stealing from me. Much of what an editor does is based on trust. I feel violated.

Marc

I am writing in response to your recent inquiry regarding the circumstances surrounding Jeff Schmidt's termination. Since legal proceedings are pending in response to Mr. Schmidt's claims, I am providing only a brief statement of AIP's position. At the outset, please note that there has been no finding that the discharge of Mr. Schmidt violated any federally protected right. AIP is not involved in similar legal proceedings with any other incumbent or former employee. Also, I personally assure you that Mr. Schmidt's termination had nothing to do with the subject matter of his book.

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"The evidence in this regard indicates that Mr. Schmidt had a non-work related book published which contained an introduction with the following words: 'This book is stolen. Written in part on stolen time, that is. I felt that I had no choice but to do it that way....' "

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I hope that you find these brief remarks to be responsive to your questions and concerns. I hope you can appreciate our position. AIP is committed to the physics community and to its members. As an employer, we try to act appropriately. We are proud of our work atmosphere and the high morale of our employees. Thank you for your

interest.

Marc Brodsky
August 31, 2001

>>> Robert Romer <rhromer@amherst.edu> 08/24/01 08:17PM >>>
Dear Marc:

I am one (presumably one of many) who have been invited (by Talat Rahman, et al) to sign a letter about this issue. Although of course my natural impulse is to side with anything against the "establishment" (that's you, and I guess it included me until July 1 of this year when I happily joined the ranks of the unemployed - and of those supported handsomely by TIAA-CREF), I'm not inclined to sign anything without knowing more about the case - and without hearing the other side of the issue.

For what it's worth (not a whole lot), I, too, am a Fellow of the APS. And, who knows, when I learn more, I may write you my own letter of protest.

Cheers,

Bob Romer (Editor Emeritus, AJP)

D00881

Carroll, Diane (Long Island)

From: Marc Brodsky [brodsky@aip.org]
Sent: Saturday, September 01, 2001 12:10 PM
To: P1d2o3b@aol.com
Subject: Re: Fw: "Disciplined Mind" author victimized--what you can do

I am not sure who you think was exploited.

I am writing in response to your recent inquiry regarding the circumstances surrounding Jeff Schmidt's termination. Since legal proceedings are pending in response to Mr. Schmidt's claims, I am providing only a brief statement of AIP's position. At the outset, please note that there has been no finding that the discharge of Mr. Schmidt violated any federally protected right. AIP is not involved in similar legal proceedings with any other incumbent or former employee. Also, I personally assure you that Mr. Schmidt's termination had nothing to do with the subject matter of his book.

Some who have written to me, made reference to APS. APS was not Mr. Schmidt's employer. AIP was.

Mr. Schmidt was discharged by AIP after he stated, in the introduction to his book, that it was written on "stolen time". To me, the reference to writing it on "stolen time" either meant or implied that he wrote the book on paid work time, when, in my opinion, he should have been devoting his energies to AIP. In brief, while being paid by AIP, Mr. Schmidt's comment communicates, in our view, that he was pursuing activities beyond what he was supposed to be doing on work time.

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"The evidence in this regard indicates that Mr. Schmidt had a non-work related book published which contained an introduction with the following words: 'This book is stolen. Written in part on stolen time, that is. I felt that I had no choice but to do it that way....' "

The NLRB also rejected Mr. Schmidt's contention that he did not actually "steal" company time, but "merely engaged in literary hyperbole in his book introduction." The NLRB found that:

"given the nature of the work involved in this matter, it was concluded that the Employer has some justification for taking Mr. Schmidt at his word rather than treating this as a mere literary device to catch the interest of a reader. Moreover, and most significantly, even if Mr. Schmidt did not actually work on his book project on company time, by asserting that he did, he served to undercut Employer's efforts at enhancing employee productivity."

I hope that you find these brief remarks to be responsive to your questions and concerns. I hope you can appreciate our position. AIP is committed to the physics community and to its members. As an employer, we try to act appropriately. We are proud of our work atmosphere and the high morale of our employees. Thank you for your interest.

Marc Brodsky
August 31, 2001

>>> <P1d2o3b@aol.com> 08/24/01 08:35PM >>>

Marc H. Brodsky
Executive Director
American Institute of Physics

Dear Professor Brodsky,

It has come to my attention that Jeff Schmidt has been fired because of his book Disciplined Minds.

Whatever the reason given, physicists must defend him and see that this decision is reversed. It is healthy for all the sciences, it is healthy for humans at this stage in history, that the proletarianization of the highest skilled employees be acknowledged as an observable phenomenon, most particularly in the USA where valued added per minute is tracked and tallied for IBM MBAs, Wall St attorneys, and HMO MDs etc etc etc. as we once believed possible only for assemblyline workers.

As our most respected scientific workers, physicists must set an example for the rest of us who confuse education with class, and who because of our education are forced to answer "which side are you on" thousands of times a week, if not

a day. This is one such occasion. Are you on the side of those who when in a position to exploit others, do so; or are you on the side of the exploited?

Margaret P. Dobbins PhD
sociologist and artist
Atlanta, Georgia

Carroll, Diane (Long Island)

From: Marc Brodsky [brodsky@aip.org]
Sent: Saturday, September 01, 2001 12:11 PM
To: fei_xiang@hotmail.com
Subject: Re:

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I hope that you find these brief remarks to be responsive to your questions and concerns. I hope you can appreciate our position. AIP is committed to the physics community and to its members. As an employer, we try to act appropriately. We are proud of our work atmosphere and the high morale of our employees. Thank you for your interest.

Marc Brodsky
August 31, 2001

>>> "Xiang Fei" <fei_xiang@hotmail.com> 08/25/01 01:31AM >>>

D00884

Carroll, Diane (Long Island)

From: Marc Brodsky [brodsky@aip.org]
Sent: Saturday, September 01, 2001 12:13 PM
To: thornton@cns40.fnal.gov
Subject: Re: Jeff Schmidt case

Dear Dr. Murphy,

I do not know their email distribution, but I am writing in response to your recent inquiry regarding the circumstances surrounding Jeff Schmidt's termination. Since legal proceedings are pending in response to Mr. Schmidt's claims, I am providing only a brief statement of AIP's position. At the outset, please note that there has been no finding that the discharge of Mr. Schmidt violated any federally protected right. AIP is not involved in similar legal proceedings with any other incumbent or former employee. Also, I personally assure you that Mr. Schmidt's termination had nothing to do with the subject matter of his book.

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Marc Brodsky
August 31, 2001

>>> THORNTON MURPHY <thornton@cns40.fnal.gov> 08/24/01 10:23PM >>>

Dear Dr. Brodsky,

I am extremely troubled by the letter about this case from Profs. Rahman, Reiter, and Lee, and more troubled by the enclosure from your former staffers Mohr and Kumagai. However, before adding my name to their protest, I would like to hear directly from the AIP your version of the case (not their version of your case). Is it possible that you can issue such a statement in the next few days, including any refutation of the "facts" in their mailing, to the same e-mail distribution which they used?

If they won't give you their e-mail distribution list, I disown them.

C. Thornton Murphy, PhD

Scientist II, Fermilab

D00886

Carroll, Diane (Long Island)

From: Marc Brodsky [brodsky@aip.org]
Sent: Saturday, September 01, 2001 12:23 PM
To: CDuke@crt.xerox.com
Subject: Re: FW: Physicist fired for writing book

Dear Charlie,

I do not know how many emails were sent, but many names appear to be from an APS list.

My response appears below. It contains my personal assurance that this is not a free speech issue, but one having to do with someone saying he is stealing from AIP.

Marc

I am writing in response to your recent inquiry regarding the circumstances surrounding Jeff Schmidt's termination. Since legal proceedings are pending in response to Mr. Schmidt's claims, I am providing only a brief statement of AIP's position. At the outset, please note that there has been no finding that the discharge of Mr. Schmidt violated any federally protected right. AIP is not involved in similar legal proceedings with any other incumbent or former employee. Also, I personally assure you that Mr. Schmidt's termination had nothing to do with the subject matter of his book.

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interest.

Marc Brodsky
August 31, 2001

>>> "Duke, Charles B" <CDuke@crt.xerox.com> 09/01/01 11:55AM >>>
Hi Marc,

I presume you probably have seen this and have a quite different view. I have known Talat Rahman a long time since her days at the University of Rochester, and doubt that she would be associated with something that she knows is inaccurate, which I suspect that this is.

In any case, in the event that you have not seen it, this is what is going around the APS. I have no idea how my name got on the mailing list unless it was sent to all members of the APS or FIAP.

Charlie

Charles B. Duke
Editor, Surface Science
Vice President and Senior Fellow, XR&T
Xerox Wilson Center for Research and Technology 800 Phillips Road 0114-38D Webster NY 14580 Phone (716)
422-2106 FAX (716) 265-5080

-----Original Message-----

From: Speech Rights [mailto:SpeechRights@aol.com]
Sent: Thursday, August 23, 2001 8:46 AM
To: cduke@crt.xerox.com
Subject: Physicist fired for writing book

Dear fellow scientist,

As you may have heard, Physics Today magazine recently gave a very punishing review to a book written by physicist Jeff Schmidt: The magazine fired him.

Jeff was a staff editor at Physics Today for 19 years -- until his supervisors saw Disciplined Minds (Rowman & Littlefield, 2000), a thought-provoking critique of workplace hierarchy and the politically subordinate role of salaried professionals. The book uses physicists and physics graduate school to help illustrate points about professionals and professional training in general.

Within days of learning about his irreverent book, the higher-ups at Physics Today dismissed Jeff summarily, apparently using the book as an opportunity to retaliate against him for his workplace activism and to ignore his widely praised work for the magazine. Details of Jeff's firing are given in the statement below, and can also be found on the Web at <http://disciplined-minds.com>

Please join us in protesting Jeff's dismissal, by adding your name to the letter below. We will send the letter to Marc H. Brodsky, Executive Director and CEO of the American Institute of Physics, which publishes Physics Today, and we will also post it on the Web.

To add your name to the letter, please send an e-mail message to SpeechRights@aol.com. Include your name and an affiliation, such as your department and institution. Please ask others to add their names, too.

You can also write directly to Marc Brodsky, at brodsky@aip.org. If you do, please send a copy of your letter to SpeechRights@aol.com so that it can be posted on the Web. We may send you updates on this issue (if you prefer not to receive them, just let us know).

Your support will make a big difference.

Sincerely,

Talat Rahman
Fellow of the American Physical Society
University Distinguished Professor
Department of Physics
Kansas State University

George F. Reiter
Professor of Physics
University of Houston

Michael A. Lee
Professor of Physics
Kent State University

Background info about Jeff Schmidt and Disciplined Minds

By Chris Mohr and Jean Kumagai
Former Physics Today staff members

In *Disciplined Minds*, Jeff Schmidt challenges professionals to view their role in society in a new and unsettling way. He argues that professional work has both technical and political components, and that salaried professionals are expected to be technically creative but politically subordinate. In particular, they are expected to work creatively to further their employers' world view rather than their own. Such subordination does not occur without a fight, the book maintains, and so the workplace becomes a battleground for the very identity of the individual, as does graduate school, where professionals are trained.

Jeff has a PhD in physics from the University of California, Irvine, and he draws many of his examples from the predicament of employed physicists and physics graduate students. (In one chapter, he examines the physics PhD qualifying examination and shows how the seemingly value-neutral test identifies candidates who have the "right attitude" about their work.) His book details the battle one must fight to be an independent thinker and to advance one's own social vision in today's corporate society. It offers advice on how to make employment more than an exercise in knowing your place, and how to make graduate school more than an abusive "intellectual bootcamp" that breaks the individual in to playing a conventional role. You can avoid the cynicism and intellectual timidity that afflicts so many professional employees, he says, but doing so is not easy, and he discusses how it can be done.

While at *Physics Today*, Jeff played the most prominent role in staff efforts to improve working conditions, increase staff participation in decision-making, and broaden the range of viewpoints allowed in the magazine. He

also led an effort to force Physics Today to live up to its advertised claim of being an affirmative-action employer, noting that the magazine was hiring and training only whites as editors, a pattern that eventually left the magazine with an all-white staff of 16 professionals and a non-white secretarial staff of 3.

In firing Jeff, the managers at Physics Today cited a statement, at the beginning of *Disciplined Minds*, that he had done some work on the book in his office. Such use of time constitutes "misconduct," they said. But to those familiar with the Physics Today workplace, this charge looks more like a pretext to get rid of someone who was persistently pressing for changes in workplace policies. Indeed, the fact that the magazine's managers dismissed Jeff after so many years of service not only without a hearing, but also without asking him a single question about his work on the book, suggests that they were looking for an opportunity to remove him.

By the time *Disciplined Minds* was published, Physics Today's managers had already tried unsuccessfully to silence Jeff with repressive measures just short of dismissal. At one point, for example, they put gag orders on Jeff and another outspoken staff editor, warning that they would be fired if they said anything "counterproductive." These orders were eventually lifted due to pressure from coworkers. Perhaps even more incredibly, Physics Today also banned private conversations in the workplace, announcing that all conversations between staff members must be open to monitoring by managers.

In light of this history, Physics Today's response to *Disciplined Minds* is less surprising.

The managers at Physics Today apparently thought the book would look so provocative to others that no one would object if they fired Jeff. They were wrong. To date, there have been many protests: by sixteen former Physics Today staff members (including us), by the National Writers Union, and by 160 scholars, writers and educators in a wide range of fields. Even the State of Maryland, after an unemployment benefits hearing, rejected AIP's charge that Jeff's work on the book at the office constituted misconduct, finding that Physics Today fired Jeff without evidence that his spare-time writing interfered with his work for the magazine. (During the years that Jeff was writing *Disciplined Minds*, Physics Today gave him two promotions and 19 salary increases based explicitly on the quantity and quality of his work for the magazine.) Details of the state investigation are posted on the Web at <http://disciplined-minds.com>, along with the protest letters, reports in the press and reviews of the book.

Jeff recently took his case to one of the ten largest law firms in Washington, D.C. Lawyers at Dickstein Shapiro Morin & Oshinsky felt that Physics Today's actions, if left unchallenged, would set a bad precedent for employees everywhere. They waived their fees and will do what they can to bring legal challenges against Physics Today's repressive behavior, simply for the public good. Physics Today has hired what union activists and labor lawyers call the most notorious union-busting law firm in the country (Jackson, Lewis, Schnitzler & Krupman) to deal with any legal challenges in this case. That's revealing, but it doesn't mean that the law is a likely source of justice for Jeff. The law generally favors employers, and so Jeff's best chance for justice is support from the physics community.

Please consider adding your name to the letter below or writing your own letter. You can also spread the word by telling your friends and colleagues about Jeff's case, by linking your Web site to <http://disciplined-minds.com> and, if you are an instructor, by informing your students about Jeff's situation.

You can contact Jeff at...

Jeff Schmidt
3003 Van Ness Street NW #W406
Washington, DC 20008
jeffschmidt@alumni.uci.edu
202-537-3645

D00890

(The above is based on information from Jeff and other former Physics Today employees, and on relevant documents. You can contact us at christophermohr@hotmail.com and jean_kumagai@hotmail.com)

The letter...

To: Marc H. Brodsky
Executive Director and CEO
American Institute of Physics
One Physics Ellipse
College Park, Maryland 20740

Dear Dr. Brodsky:

As physicists and other scientists concerned about freedom of expression in the science community, we were troubled to learn of your dismissal of Jeff Schmidt, who had been an articles editor at Physics Today magazine for over 19 years.

As we understand it, you fired Jeff after you saw his book, *Disciplined Minds*, and in particular after you learned that Jeff had used some of his spare time at the office for critical writing about education and employment in physics and other fields.

While we do not necessarily agree with Jeff's views about the situation of physicists and other salaried professionals, and do not expect you to, we believe that free debate within the physics community is healthy. We expect you to encourage it, not stifle it, especially because physicists are known for speaking out when physicists internationally are punished for expressing their views. Your actions as head of the American Institute of Physics help to shape society's view of the physics community. We urge you to reconsider your decision, and offer to reinstate Jeff as an editor at Physics Today.

We ask that you publish this letter in Physics Today, to bring our concerns to the attention of the wider physics community.

Sincerely,

(This letter expresses the views of the undersigned; affiliations are listed for identification only. Those of us whose names are marked with asterisks worked with Jeff directly, as he edited our articles for publication in Physics Today, and can attest that he does excellent, conscientious work.)

Carroll, Diane (Long Island)

From: Marc Brodsky [brodsky@aip.org]
Sent: Saturday, September 01, 2001 12:40 PM
To: HerbZeman@aol.com
Subject: Re: Physicist fired for writing book

Dear Dr. Zeman,

The issue is not about JS's ideas or his right to write a book on his own time.

The issue is he said he was stealing from AIP.

Please see my response below.

I am writing in response to your recent inquiry regarding the circumstances surrounding Jeff Schmidt's termination. Since legal proceedings are pending in response to Mr. Schmidt's claims, I am providing only a brief statement of AIP's position. At the outset, please note that there has been no finding that the discharge of Mr. Schmidt violated any federally protected right. AIP is not involved in similar legal proceedings with any other incumbent or former employee. Also, I personally assure you that Mr. Schmidt's termination had nothing to do with the subject matter of his book.

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"The evidence in this regard indicates that Mr. Schmidt had a non-work related book published which contained an introduction with the following words: 'This book is stolen. Written in part on stolen time, that is. I felt that I had no choice but to do it that way....' "

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Marc Brodsky
August 31, 2001

>>> <HerbZeman@aol.com> 08/25/01 12:06AM >>>

Dear Speech Rights,

Sounds to me that Jeff Schmidt was treated pretty badly. I'm going to find out myself. I just ordered a copy of "Disciplined Minds" from Amazon.com. I'll read the book myself and find out if I agree with him. Burning books and punishing authors is a good way to get their books read. I hope a lot of recipients of your email do the same thing as me and buy his book. Salmon Rushdie must have made a lot of money off the death threat after his book was published. I had hoped that such treatment of authors would never happen in the USA. I inherited the investments that resulted from my father's (Mark Zemansky's) book royalties. I know what a successful book can do. I hope Jeff Schmidt makes a million.

Sincerely yours,
Herbert D. Zeman, Ph.D.

D00893

Carroll, Diane (Long Island)

From: Marc Brodsky [brodsky@aip.org]
Sent: Saturday, September 01, 2001 12:41 PM
To: mtec@mtecpas.com
Subject: Re: Fwd: Physicist fired for writing book

Dear Mr. McClelland.

Thank you for asking.

I am writing in response to your recent inquiry regarding the circumstances surrounding Jeff Schmidt's termination. Since legal proceedings are pending in response to Mr. Schmidt's claims, I am providing only a brief statement of AIP's position. At the outset, please note that there has been no finding that the discharge of Mr. Schmidt violated any federally protected right. AIP is not involved in similar legal proceedings with any other incumbent or former employee. Also, I personally assure you that Mr. Schmidt's termination had nothing to do with the subject matter of his book.

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Marc Brodsky
August 31, 2001

D00894

>>> <mtec@mtecpas.com> 08/25/01 12:29AM >>>

I would be interested in knowing the AIP position on the information below before responding to it. Any response that you might care to make would be most appreciated.

John McClelland

>Delivered-To: mtec-mtecpas:com-john@mtecpas.com

>X-Envelope-To: john@mtecpas.com

>Date: Fri, 24 Aug 2001 22:48:35 -0500

>From: John McClelland <johnfm@iastate.edu>

>Subject: Physicist fired for writing book

>X-Sender: mcclella@ameslab.gov

>To: john@mtecpas.com

>X-Mailer: QUALCOMM Windows Eudora Pro Version 3.0.3 (32)

>

>>Date: Fri, 24 Aug 2001 20:53:00 -0700

>>From: Speech Rights <SpeechRights@aol.com>

>>Subject: Physicist fired for writing book

>>To: mcclelland@ameslab.gov

>>Reply-to: SpeechRights@aol.com

>>X-Mailer: NetMailer v1.00 (<http://www.alphasoftware.com/netmailer>)

>> [C.R-D68D966D2441A1D0953]

>>

>>Dear fellow scientist,

>>

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>punishing review to a book written by physicist Jeff Schmidt: The
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>>

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>supervisors saw Disciplined Minds (Rowman & Littlefield, 2000), a
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>>

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>Physics Today dismissed Jeff summarily, apparently using the book as an
>opportunity to retaliate against him for his workplace activism and to
>ignore his widely praised work for the magazine. Details of Jeff's
>firing are given in the statement below, and can also be found on the
>Web at <http://disciplined-minds.com>

>>

>>Please join us in protesting Jeff's dismissal, by adding your name to
>the

>letter below. We will send the letter to Marc H. Brodsky, Executive
>Director and CEO of the American Institute of Physics, which publishes
>Physics Today, and we will also post it on the Web.

>>

>>To add your name to the letter, please send an e-mail message to

D00895

>SpeechRights@aol.com. Include your name and an affiliation, such as
>your department and institution. Please ask others to add their names, too.
>>
>>You can also write directly to Marc Brodsky, at brodsky@aip.org. If
>you
>do, please send a copy of your letter to SpeechRights@aol.com so that
>it can be posted on the Web. We may send you updates on this issue (if
>you prefer not to receive them, just let us know).
>>
>>Your support will make a big difference.
>>
>>Sincerely,
>>
>>Talat Rahman
>>Fellow of the American Physical Society University Distinguished
>>Professor Department of Physics Kansas State University
>>
>>George F. Reiter
>>Professor of Physics
>>University of Houston
>>
>>Michael A. Lee
>>Professor of Physics
>>Kent State University
>>
>>-----
>>
>>Background info about Jeff Schmidt and Disciplined Minds
>>
>>By Chris Mohr and Jean Kumagai
>>Former Physics Today staff members
>>
>>In Disciplined Minds, Jeff Schmidt challenges professionals to view
>>their
>>role in society in a new and unsettling way. He argues that
>>professional work has both technical and political components, and that
>>salaried professionals are expected to be technically creative but
>>politically subordinate. In particular, they are expected to work
>>creatively to further their employers' world view rather than their
>>own. Such subordination does not occur without a fight, the book
>>maintains, and so the workplace becomes a battleground for the very
>>identity of the individual, as does graduate school, where professionals are trained.
>>
>>Jeff has a PhD in physics from the University of California, Irvine,
>>and
>>he draws many of his examples from the predicament of employed
>>physicists and physics graduate students. (In one chapter, he examines
>>the physics PhD qualifying examination and shows how the seemingly
>>value-neutral test identifies candidates who have the "right attitude"
>>about their work.) His book details the battle one must fight to be an

>independent thinker and to advance one's own social vision in today's
>corporate society. It offers advice on how to make employment more
>than an exercise in knowing your place, and how to make graduate school
>more than an abusive "intellectual bootcamp" that breaks the individual in to playing a conventional role.
>You can avoid the cynicism and intellectual timidity that afflicts so
>many professional employees, he says, but doing so is not easy, and he
>discusses how it can be done.

>>

>>While at Physics Today, Jeff played the most prominent role in staff
>efforts to improve working conditions, increase staff participation in
>decision-making, and broaden the range of viewpoints allowed in the
>magazine. He also led an effort to force Physics Today to live up to
>its advertised claim of being an affirmative-action employer, noting
>that the magazine was hiring and training only whites as editors, a
>pattern that eventually left the magazine with an all-white staff of 16
>professionals and a non-white secretarial staff of 3.

>>

>>In firing Jeff, the managers at Physics Today cited a statement, at
>the
>beginning of Disciplined Minds, that he had done some work on the book
>in his office. Such use of time constitutes "misconduct," they said.
>But to those familiar with the Physics Today workplace, this charge
>looks more like a pretext to get rid of someone who was persistently
>pressing for changes in workplace policies. Indeed, the fact that the
>magazine's managers dismissed Jeff after so many years of service not
>only without a hearing, but also without asking him a single question
>about his work on the book, suggests that they were looking for an opportunity to remove him.

>>

>>By the time Disciplined Minds was published, Physics Today's managers
>had
>already tried unsuccessfully to silence Jeff with repressive measures
>just short of dismissal. At one point, for example, they put gag
>orders on Jeff and another outspoken staff editor, warning that they
>would be fired if they said anything "counterproductive." These orders
>were eventually lifted due to pressure from coworkers. Perhaps even
>more incredibly, Physics Today also banned private conversations in the
>workplace, announcing that all conversations between staff members must
>be open to monitoring by managers. In light of this history, Physics
>Today's response to Disciplined Minds is less surprising.

>>

>>The managers at Physics Today apparently thought the book would look
>>so
>provocative to others that no one would object if they fired Jeff.
>They were wrong. To date, there have been many protests: by sixteen
>former Physics Today staff members (including us), by the National
>Writers Union, and by 160 scholars, writers and educators in a wide
>range of fields. Even the State of Maryland, after an unemployment
>benefits hearing, rejected AIP's charge that Jeff's work on the book at
>the office constituted misconduct, finding that Physics Today fired
>Jeff without evidence that his spare-time writing interfered with his

>work for the magazine. (During the years that Jeff was writing
 >Disciplined Minds, Physics Today gave him two promotions and 19 salary
 >increases based explicitly on the quantity and quality of his work for
 >the magazine.) Details of the state investigation are posted on the
 >Web at <http://disciplined-minds.com>, along with the protest letters, reports in the press and reviews of the book.
 >>

>>Jeff recently took his case to one of the ten largest law firms in
 >Washington, D.C. Lawyers at Dickstein Shapiro Morin & Oshinsky felt
 >that Physics Today's actions, if left unchallenged, would set a bad
 >precedent for employees everywhere. They waived their fees and will do
 >what they can to bring legal challenges against Physics Today's
 >repressive behavior, simply for the public good. Physics Today has
 >hired what union activists and labor lawyers call the most notorious
 >union-busting law firm in the country (Jackson, Lewis, Schnitzler &
 >Krupman) to deal with any legal challenges in this case. That's
 >revealing, but it doesn't mean that the law is a likely source of
 >justice for Jeff. The law generally favors employers, and so Jeff's
 >best chance for justice is support from the physics community.
 >>

>>Please consider adding your name to the letter below or writing your
 >own
 >letter. You can also spread the word by telling your friends and
 >colleagues about Jeff's case, by linking your Web site to
 ><http://disciplined-minds.com> and, if you are an instructor, by
 >informing your students about Jeff's situation.
 >>

>>You can contact Jeff at...
 >>

>>Jeff Schmidt
 >>3003 Van Ness Street NW #W406
 >>Washington, DC 20008
 >>jeffschmidt@alumni.uci.edu
 >>202-537-3645
 >>

>>(The above is based on information from Jeff and other former Physics
 >Today employees, and on relevant documents. You can contact us at
 >christophermohr@hotmail.com and jean_kumagai@hotmail.com)
 >>

>>-----
 >>

>>The letter...
 >>

>>To: Marc H. Brodsky
 >>Executive Director and CEO
 >>American Institute of Physics
 >>One Physics Ellipse
 >>College Park, Maryland 20740
 >>

>>Dear Dr. Brodsky:
 >>

D00898

> >As physicists and other scientists concerned about freedom of
> >expression
>in the science community, we were troubled to learn of your dismissal
>of Jeff Schmidt, who had been an articles editor at Physics Today
>magazine for over 19 years.
> >
> >As we understand it, you fired Jeff after you saw his book,
> >Disciplined
>Minds, and in particular after you learned that Jeff had used some of
>his spare time at the office for critical writing about education and
>employment in physics and other fields.
> >
> >While we do not necessarily agree with Jeff's views about the
> >situation of
>physicists and other salaried professionals, and do not expect you to,
>we believe that free debate within the physics community is healthy.
>We expect you to encourage it, not stifle it, especially because
>physicists are known for speaking out when physicists internationally
>are punished for expressing their views. Your actions as head of the
>American Institute of Physics help to shape society's view of the
>physics community. We urge you to reconsider your decision, and offer
>to reinstate Jeff as an editor at Physics Today.
> >
> >We ask that you publish this letter in Physics Today, to bring our
>concerns to the attention of the wider physics community.
> >
> >Sincerely,
> >
> >(This letter expresses the views of the undersigned; affiliations are
>listed for identification only. Those of us whose names are marked
>with asterisks worked with Jeff directly, as he edited our articles for
>publication in Physics Today, and can attest that he does excellent,
>conscientious work.)
> >
> >
> >
> >
>*****
>John F. McClelland
>Group Leader - Applied Spectroscopy Group Ames Laboratory / Iowa State
>University
>107 Spedding Hall
>Ames, IA 50011
>515 294 7948 (voice) / 515 294 4748 (fax)
>*****

Carroll, Diane (Long Island)

From: Marc Brodsky [brodsky@aip.org]
Sent: Saturday, September 01, 2001 12:42 PM
To: koizumi@inil.com
Subject: Re: Jeff Schmidt Firing

Dear Dr. Koizumi,

I am writing in response to your recent inquiry regarding the circumstances surrounding Jeff Schmidt's termination. Since legal proceedings are pending in response to Mr. Schmidt's claims, I am providing only a brief statement of AIP's position. At the outset, please note that there has been no finding that the discharge of Mr. Schmidt violated any federally protected right. AIP is not involved in similar legal proceedings with any other incumbent or former employee. Also, I personally assure you that Mr. Schmidt's termination had nothing to do with the subject matter of his book.

Some who have written to me, made reference to APS. APS was not Mr. Schmidt's employer. AIP was.

Mr. Schmidt was discharged by AIP after he stated, in the introduction to his book, that it was written on "stolen time". To me, the reference to writing it on "stolen time" either meant or implied that he wrote the book on paid work time, when, in my opinion, he should have been devoting his energies to AIP. In brief, while being paid by AIP, Mr. Schmidt's comment communicates, in our view, that he was pursuing activities beyond what he was supposed to be doing on work time.

AIP supports the right of all employees to seek guidance from the U. S. Equal Employment Opportunity Commission, the National Labor Relations Board or any other government agency to present questions regarding their employment or the termination thereof. AIP firmly believes that it has not engaged in any improper behavior. To date, no agency has found that AIP violated any law. In fact, below I quote from the findings of the NLRB, which dismissed Mr. Schmidt's unfair labor practice charge.

"The evidence in this regard indicates that Mr. Schmidt had a non-work related book published which contained an introduction with the following words: 'This book is stolen. Written in part on stolen time, that is. I felt that I had no choice but to do it that way....' "

The NLRB also rejected Mr. Schmidt's contention that he did not actually "steal" company time, but "merely engaged in literary hyperbole in his book introduction." The NLRB found that:

"given the nature of the work involved in this matter, it was concluded that the Employer has some justification for taking Mr. Schmidt at his word rather than treating this as a mere literary device to catch the interest of a reader. Moreover, and most significantly, even if Mr. Schmidt did not actually work on his book project on company time, by asserting that he did, he served to undercut Employer's efforts at enhancing employee productivity."

I hope that you find these brief remarks to be responsive to your questions and concerns. I hope you can appreciate our position. AIP is committed to the physics community and to its members. As an employer, we try to act appropriately. We are proud of our work atmosphere and the high morale of our employees. Thank you for your interest.

Marc Brodsky
August 31, 2001

D00900

>>> Gordon Koizumi <koizumi@inil.com> 08/25/01 02:58AM >>>

Dr. Brodsky,

I have received some very disturbing news concerning the firing, without even a hearing, of Dr. Jeff Schmidt who was a staff editor of Physics Today for 19 years. At this time, the information I have concerning Dr. Schmidt is one sided. I have not heard your side of the story. Among the charges made in connection with the firing is that the

management of Physics Today prohibited private conversations. I cannot imagine a working place which prohibits private conversations. I sincerely hope this charge and the other charges made against you and Physics Today are totally incorrect. If the charges made are indeed correct, they are extremely grave. I have decided to wait, at least for a little while, before I make any judgment on this matter. I hope the issues and the facts related to this matter become much clearer without delay. I hope to hear your side of this matter soon.

Sincerely,

Gordon Koizumi

Member, American Physical Society